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

People’s Republic of Bangladesh
Strengthening Pourashava Governance Project (SPGP)

Project Completion Report

October 2018

Japan International Cooperation Agency

IC Net Limited

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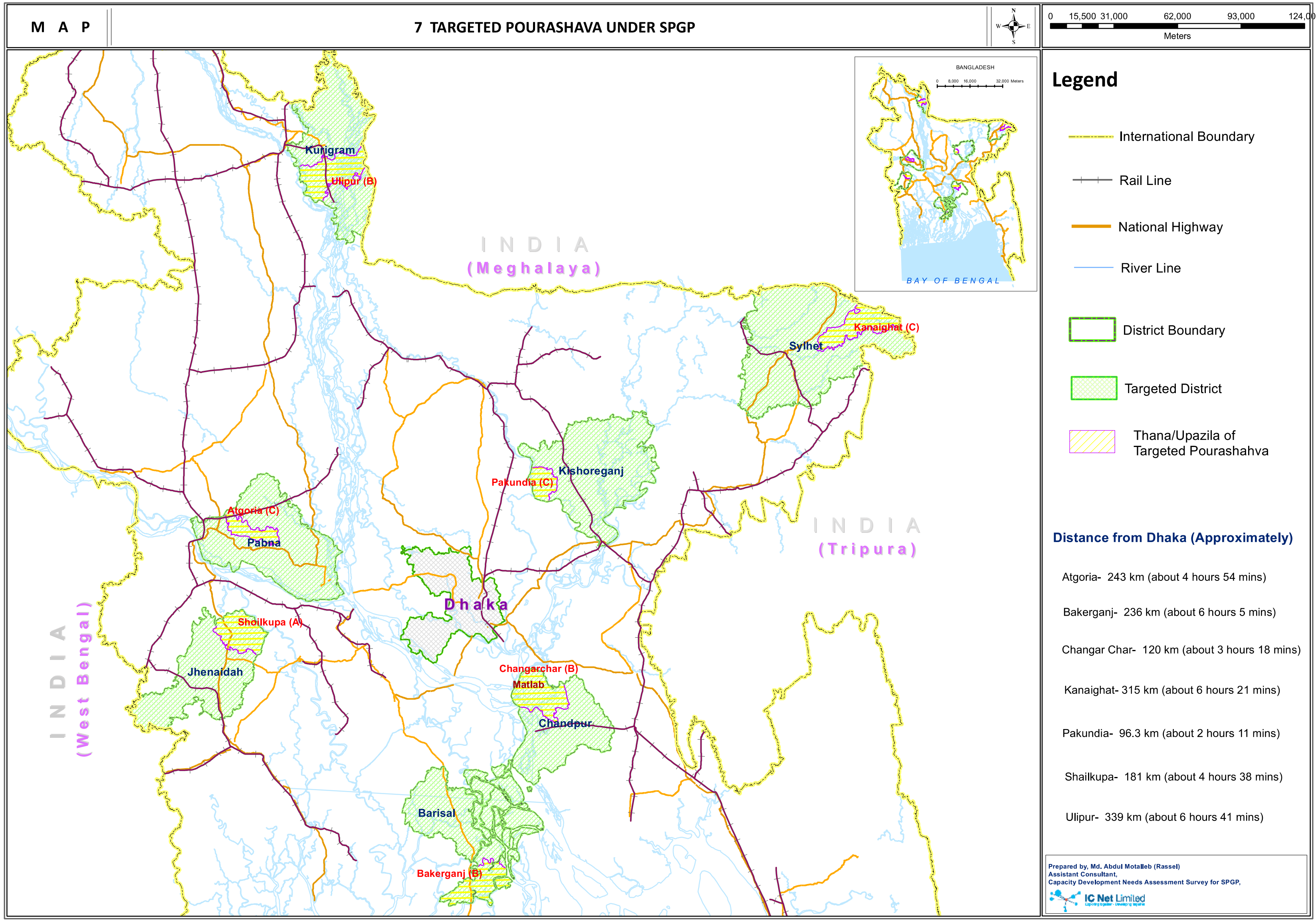
Abbreviations

ADB	Asian Development Bank
ADP	Annual Development Program
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 Goverment
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 Pourashava Governance Project
TLCC	Town Level Coordination Committee
TOT	Training of Trainers
UGIIP	Urban Governance and Infrastructure Improvement (Sector) Project
UMSU	Urban Management Support Unit
WC	Ward Committee

MAP


M A P
7 TARGETED POURASHAVA UNDER SPGP
N
W
E
S
0
15,500
31,000
62,000
93,000
124,000
Meters
BANGLADESH
BAY OF BENGAL
Legend
International Boundary
Rail Line
National Highway
River Line
District Boundary
Targeted District
Thana/Upazila of Targeted Pourashahva
Distance from Dhaka (Approximately)
Atgoria- 243 km (about 4 hours 54 mins)
Bakerganj- 236 km (about 6 hours 5 mins)
Changar Char- 120 km (about 3 hours 18 mins)
Kanaighat- 315 km (about 6 hours 21 mins)
Pakundia- 96.3 km (about 2 hours 11 mins)
Shailkupa- 181 km (about 4 hours 38 mins)
Ulipur- 339 km (about 6 hours 41 mins)
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INDIA
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INDIA
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Kurigram
Ulipur (B)
Sylhet
Kanaighat (C)
Kishoreganj
Pakundia (C)
Atgoria (C)
Pabna
Dhaka
Shoilkupa (A)
Jhenaidah
Changarchar (B)
Matlab
Chandpur
Barisal
Bakerganj (B)

1. Outline of the Project

1.1 Background of the Project[1]

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

In Bangladesh, local governments in urban areas are divided into City corporations and Paurashavas (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, Paurashavas, 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 Paurashavas, 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 Paurashavas, municipal management is not efficient and service delivery is often haphazard. The situation is particularly serious in small Paurashavas.

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 Paurashavas are concerned. The Asian Development Bank (ADB) and the World Bank have long been supporting the institutional capacity building of Paurashavas combined with infrastructure development. Their assistance has proved relatively successful for large and medium Paurashavas; the problem is that such assistance has not reached out to every small Paurashava. 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 Paurashavas 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 Paurashavas, which are at early stages of urbanization, and the hitherto unaddressed need for developing a capacity development system for such Paurashavas, asked Japan for a technical cooperation project designed to facilitate the yen-loan project and maximize its effectiveness and support capacity building for Paurashavas. This resulted in a detailed design study of June 2013, which in turn led to the signing of a Record of Discussion (R/D) on October 7, 2013.

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

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

1.1.1 Analysis of the problems with Paurashava administration

We, IC Net Limited, have identified the major problems facing Paurashavas with a view to helping them to improve their accountability and deliver quality public services. We reviewed (i) the reports of the detailed design study for this project, the preparatory survey for NOBIDEP, and other studies; and (ii) the latest local information from the people involved in the two projects in Bangladesh in which IC Net is engaged. The main problem is lack of financial resources for Paurashavas to provide sufficient services to their citizens. In addition, even though the financial resources are provided, Paurashavas cannot fully utilize them. This makes service delivery of Paurashava more difficult. These problems pose an obstacle to improving the lives of local residents and building a relationship of trust between them and local governments.

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

【Problems Analysis Tree】

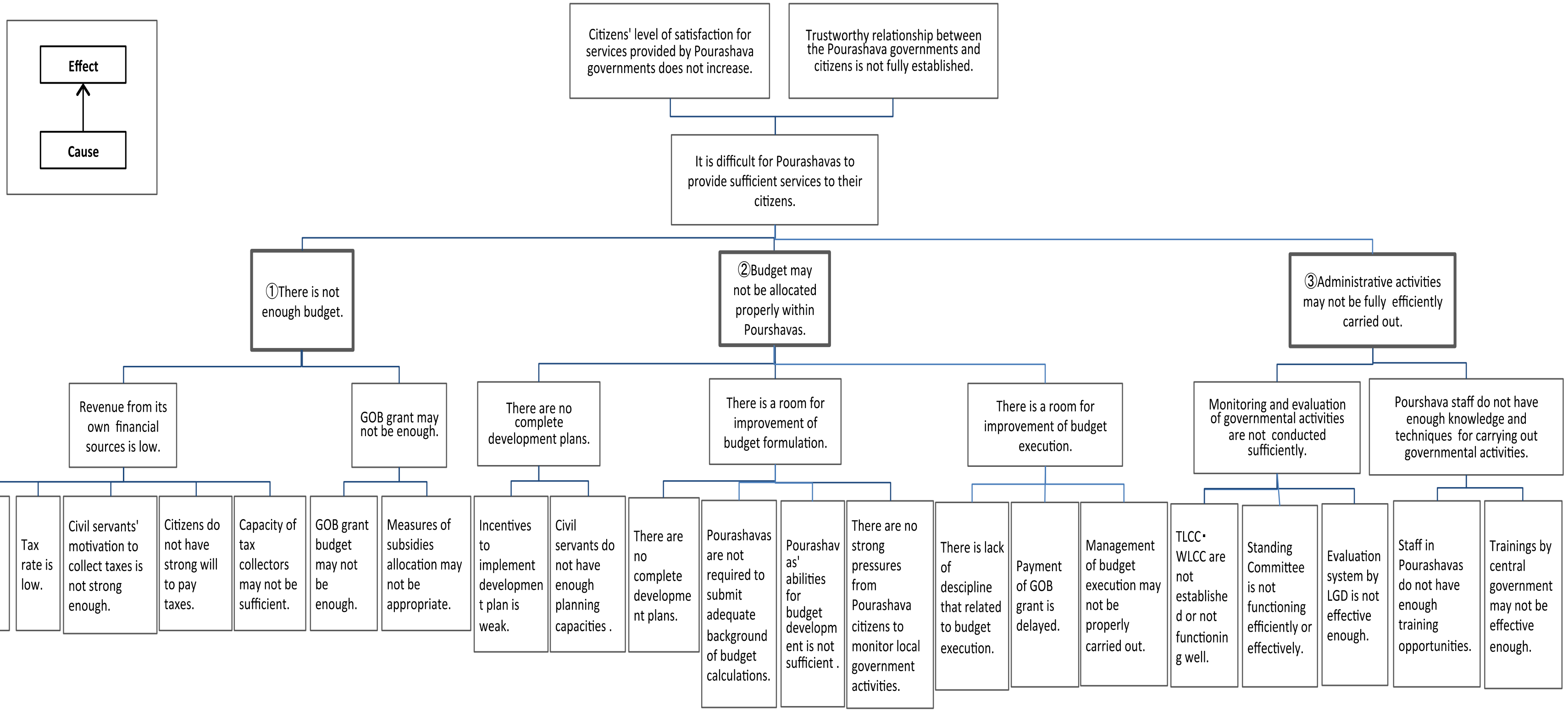
Effect
Cause
Citizens' level of satisfaction for services provided by Pourashava governments does not increase.
Trustworthy relationship between the Pourashava governments and citizens is not fully established.
It is difficult for Pourashavas to provide sufficient services to their citizens.
①There is not enough budget.
②Budget may not be allocated properly within Pourshavas.
③Administrative activities may not be fully efficiently carried out.
Revenue from its own financial sources is low.
GOB grant may not be enough.
There are no complete development plans.
There is a room for improvement of budget formulation.
There is a room for improvement of budget execution.
Monitoring and evaluation of governmental activities are not conducted sufficiently.
Pourshava staff do not have enough knowledge and techniques for carrying out governmental activities.
Resources of government revenue are limited.
Tax rate is low.
Civil servants' motivation to collect taxes is not strong enough.
Citizens do not have strong will to pay taxes.
Capacity of tax collectors may not be sufficient.
GOB grant budget may not be enough.
Measures of subsidies allocation may not be appropriate.
Incentives to implement development plan is weak.
Civil servants do not have enough planning capacities .
There are no complete development plans.
Pourashavas are not required to submit adequate background of budget calculations.
Pourashavas' abilities for budget development is not sufficient .
There are no strong pressures from Pourashava citizens to monitor local government activities.
There is lack of descipline that related to budget execution.
Payment of GOB grant is delayed.
Management of budget execution may not be properly carried out.
TLCC・WLCC are not established or not functioning well.
Standing Committee is not functioning efficiently or effectively.
Evaluation system by LGD is not effective enough.
Staff in Pourashavas do not have enough training opportunities.
Trainings by central government may not be effective enough.

Figure 1-1: Problems Analysis Tree

1.1.2 Identifying the issues to address

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

There are two major objectives contributing to the above aim that Paurashavas will be able to provide better public services. They are i) improvement of Paurashavas’ shortage of financial resources and ii) implementation of efficient and accountable administrative activities by Paurashava staff.

Concrete issues to be tackled in order to realize the major objectives are shown in the tree below, which also describes the relationship between the identified issues and the project objectives.

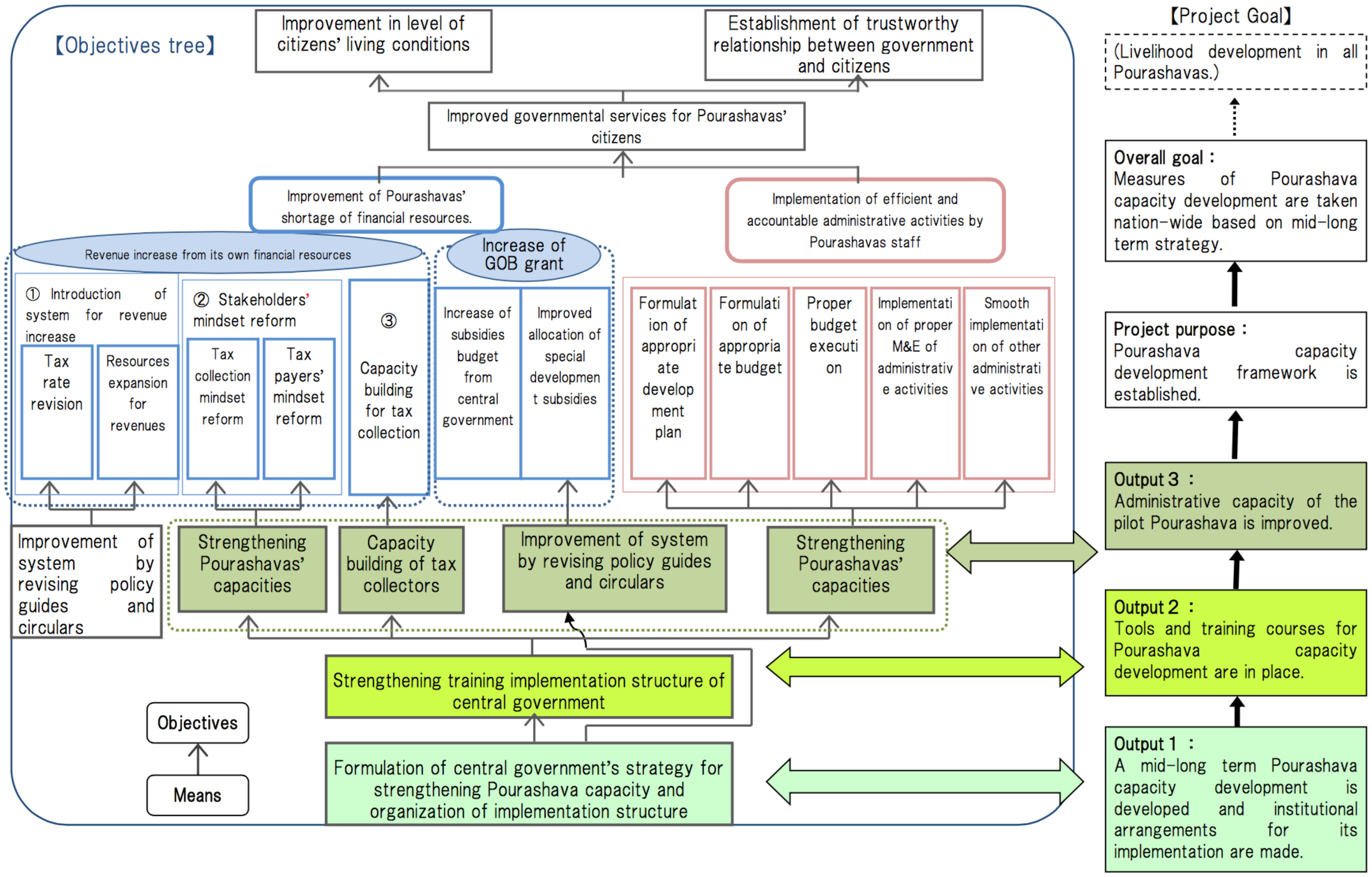
【Objectives tree】
Improvement in level of citizens' living conditions
Establishment of trustworthy relationship between government and citizens
Improved governmental services for Pourashavas' citizens
Improvement of Pourashavas' shortage of financial resources.
Implementation of efficient and accountable administrative activities by Pourashavas staff
Revenue increase from its own financial resources
Increase of GOB grant
① Introduction of system for revenue increase
Tax rate revision
Resources expansion for revenues
② Stakeholders' mindset reform
Tax collection mindset reform
Tax payers' mindset reform
③ Capacity building for tax collection
Increase of subsidies budget from central government
Improved allocation of special development subsidies
Formulation of appropriate development plan
Formulation of appropriate budget
Proper budget execution
Implementation of proper M&E of administrative activities
Smooth implementation of other administrative activities
Improvement of system by revising policy guides and circulars
Strengthening Pourashavas' capacities
Capacity building of tax collectors
Improvement of system by revising policy guides and circulars
Strengthening Pourashavas' capacities
Strengthening training implementation structure of central government
Formulation of central government's strategy for strengthening Pourashava capacity and organization of implementation structure
Objectives
Means
【Project Goal】
(Livelihood development in all Pourashavas.)
Overall goal : Measures of Pourashava capacity development are taken nation-wide based on mid-long term strategy.
Project purpose : Pourashava capacity development framework is established.
Output 3 : Administrative capacity of the pilot Pourashava is improved.
Output 2 : Tools and training courses for Pourashava capacity development are in place.
Output 1 : A mid-long term Pourashava capacity development is developed and institutional arrangements for its implementation are made.

Figure 1-2: Objectives tree

1.2 Outline of the Project

(1) Objectives and expected Outputs of the project

The original project period was from February 2014 to December 2017. Based on the result of the Terminal Evaluation which was conducted in September 2017, the project period was extended to October 2018. The following are the Overall Goal, Project Purpose, and expected Outputs of the project.

1) Overall Goal

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

2) Project Purpose

   Paurashava capacity development framework is established.

3) Outputs
   i. A mid-long term strategy for Paurashava capacity development is developed and institutional arrangements for its implementation are made.
   ii. Tools and training courses for Paurashava capacity development are in place.
   iii. Administrative capacity of the pilot Paurashava 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 Paurashava administrators nationwide and when training programs and materials are developed. **Output 3** is produced, when training is provided to elected representatives and officials of the pilot Paurashavas, 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 Paurashavas across the country. The ultimate goal above the Overall Goal is that the living standards of local residents will be improved in all Paurashavas across the country.

(2) Targets of the project

1) Target area

The entire Bangladesh, especially seven pilot sites that were selected from the 319[3] Paurashavas nationwide after the launch of the project

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 Paurashavas' core capabilities identified in the draft mid-long term strategy for Paurashava 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 Paurashavas, and the training institutes (partner organizations).

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

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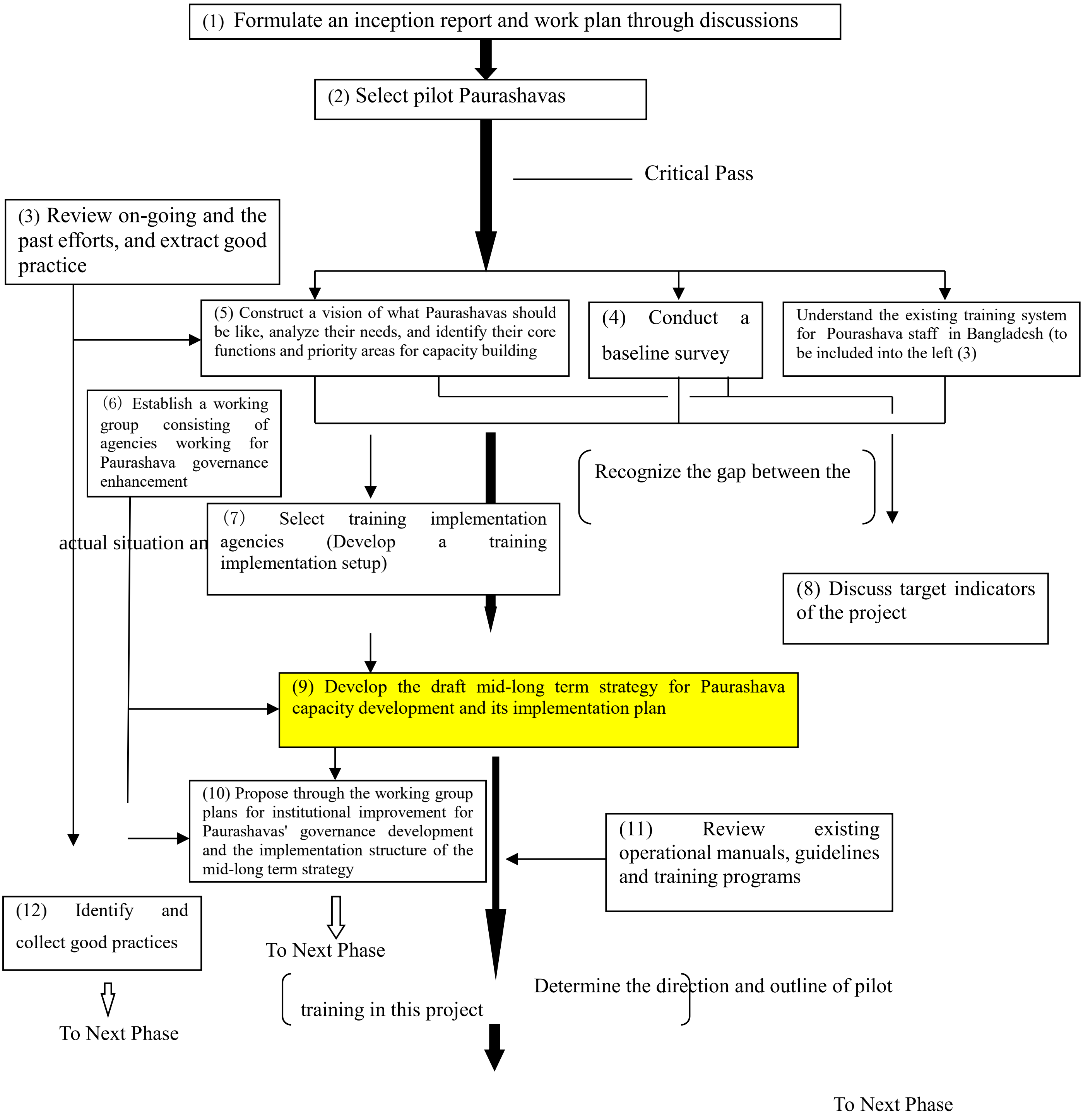
[3] As at May, 2013, the number of Pourashavas is 324 in May, 2015.

2. The Project Activities

2.1 First Year: February 2014~June 2015

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

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


(1) Formulate an inception report and work plan through discussions
(2) Select pilot Paurashavas
Critical Pass
(3) Review on-going and the past efforts, and extract good practice
(5) Construct a vision of what Paurashavas should be like, analyze their needs, and identify their core functions and priority areas for capacity building
(4) Conduct a baseline survey
Understand the existing training system for Pourashava staff in Bangladesh (to be included into the left (3)
(6) Establish a working group consisting of agencies working for Paurashava governance enhancement
Recognize the gap between the
actual situation an
(7) Select training implementation agencies (Develop a training implementation setup)
(8) Discuss target indicators of the project
(9) Develop the draft mid-long term strategy for Paurashava capacity development and its implementation plan
(10) Propose through the working group plans for institutional improvement for Paurashavas' governance development and the implementation structure of the mid-long term strategy
(11) Review existing operational manuals, guidelines and training programs
(12) Identify and collect good practices
To Next Phase
To Next Phase
Determine the direction and outline of pilot
training in this project
To Next Phase

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

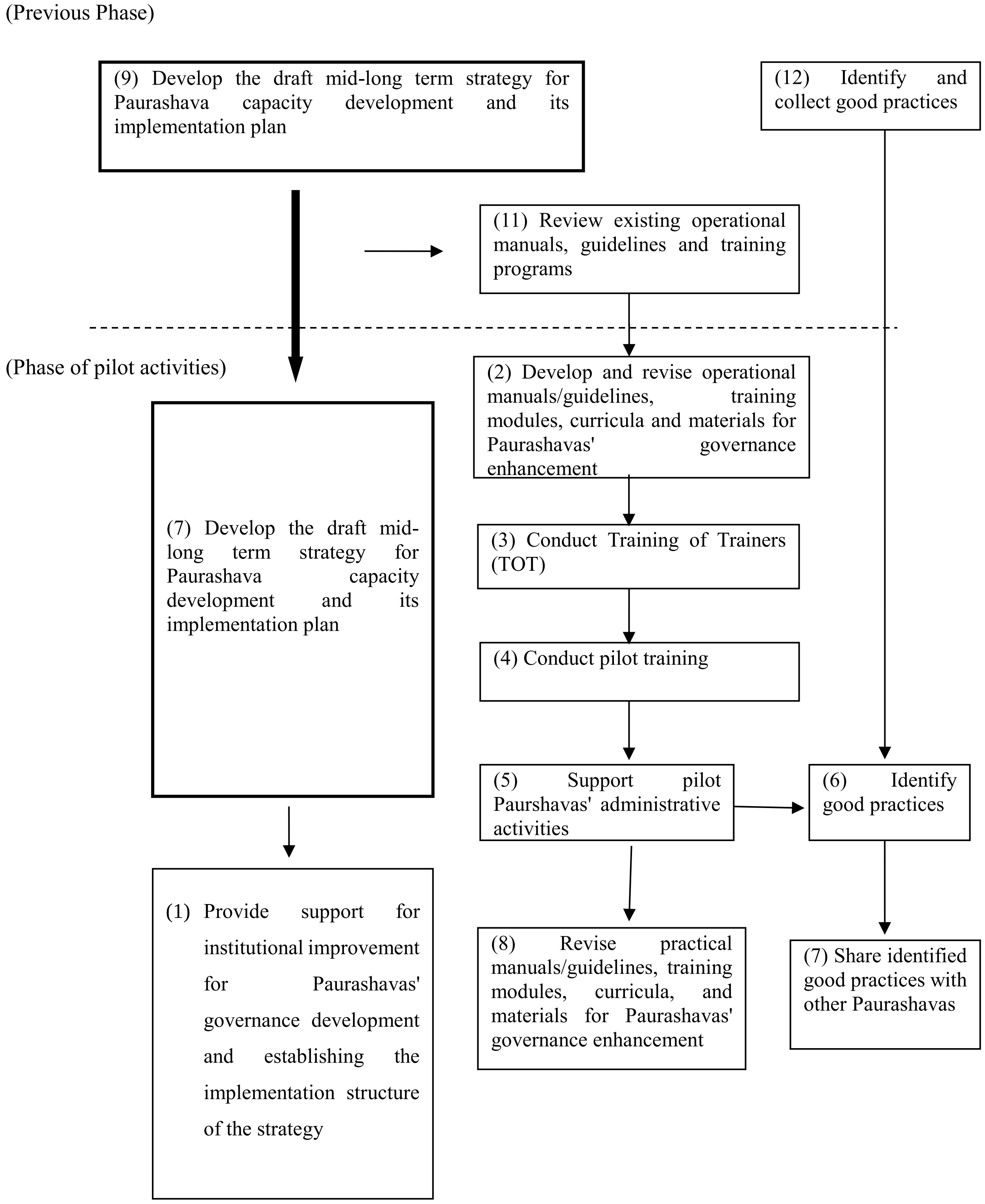

(Previous Phase)
(9) Develop the draft mid-long term strategy for Paurashava capacity development and its implementation plan
(12) Identify and collect good practices
(11) Review existing operational manuals, guidelines and training programs
(Phase of pilot activities)
(2) Develop and revise operational manuals/guidelines, training modules, curricula and materials for Paurashavas' governance enhancement
(7) Develop the draft mid-long term strategy for Paurashava capacity development and its implementation plan
(3) Conduct Training of Trainers (TOT)
(4) Conduct pilot training
(5) Support pilot Paurshavas' administrative activities
(6) Identify good practices
(1) Provide support for institutional improvement for Paurashavas' governance development and establishing the implementation structure of the strategy
(8) Revise practical manuals/guidelines, training modules, curricula, and materials for Paurashavas' governance enhancement
(7) Share identified good practices with other Paurashavas

Chart 1. Flow Chart of 1st year

Overview of progress

Until about June 2014, activities were generally conducted smoothly. Then, given the delays in compiling the results of the two major surveys (the baseline survey and the administrative needs assessment survey), which are a prerequisite for preparing the draft *Strategy for Paurashava Administrative Capacity Development* and for conducting any pilot training activities, and based on the determination that more time should be spent on preparing the draft strategy than had been originally planned,[4] on the basis of discussion with the responsible JICA section and other stakeholders, the activity plan was overhauled at the time of preparing the Second Work Plan (July 2014).

Out of consideration for delays in preparing the training for some subjects due to the impacts of the subsequent *Hartal* (strike action instigated by opposition forces) in November 2014, and out of concerns for the quality of the operational manuals for administration to be used in the training,[5] after consultation with the responsible JICA section and other stakeholders, it was decided to spend more time on the preparation process for the pilot training.

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

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

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

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

Overview of results

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

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

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

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

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

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

Output[7]: Inception Report / Work Plan

(2) Select pilot Paurashavas

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

Result: The expert team developed the selection criteria first, and shared them among project stakeholders on the Japanese side. Then the team discussed the criteria intensively with LGD, the implementing agency. The activity was completed in the middle of May 2014, which was nearly two weeks later than had been scheduled. Eventually, seven pilot Paurashavas in total were selected[8].

Outcome: To produce an effective Strategy for Paurashava Administrative Capacity Development, a baseline survey and an administrative needs assessment survey were carried out. In doing so, with a view to rolling out the strategy nationally, in order to ascertain the situation of the most "ordinary" Paurashavas, a total of seven ordinary Paurashavas were selected as pilot Paurashavas from all Paurashavas[9] nationwide using a statistical method based on such perspectives as population, area and degree of economic development. The selection process involved frequent discussion with LGD, and adjustments were made to avoid any duplication with projects supported by other donors. The following baseline survey and administrative needs assessment survey have been carried out on these pilot Paurashavas.

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[7] In this section "Output" means tangible deliverables and not that in PDM.

[8] The seven Paurashavas are Atgoria, Bakerganj, Changar Char, Kanaighat, Pakundia, Shailkupa, and Ulipur.

[9] 319 Paurashavas at the time of surveys

Output: Note on the Result of Pilot Paurashava Selection

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

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

Subsequently given that the need to complete the work as originally planned was not particularly high from the perspective of the critical path of the project as a whole[10], completion time of this activity was reset to October 2014.

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

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

Output: Report on Good Practice Study under Strengthening Pourashava Governance Project (SPGP)

(4) Conduct a baseline survey

Original plan: This activity was to conduct a baseline survey in the pilot Paurashavas that were selected in the activity (2). The activity was supposed to be completed by June 2014.

Result: The survey method was interviews with a questionnaire collecting samples at random. The survey targets were residents of the ten Paurashavas[11], and the number of samples was statistically significant 700. The survey asked the residents about the level of both their satisfaction with the services provided by Paurashava and the importance of the services[12]. The compilation of the survey results was essentially completed by the end of August 2014.

Outcome: The questionnaire used in the survey was produced based on discussions with the implementing agency and with reference to similar questionnaires conducted for local governments in Japan.[13] Furthermore, to prevent any biases in the sample, stratified sampling[14] was used, taking into account the disparities between men and women as well as the distance from the Paurashava. From the survey results, detailed information was obtained in connection with the residents' satisfaction and demand for administrative services.[15] The survey results made clear the needs of the residents, and will help formulate strategy in the future. The following is a summary of the baseline survey results.

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

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

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

Summary of baseline survey results

1. Key survey results

- With respect to the 32 services regarded as being a legal obligation for Paurashavas to provide, on average, only about one third of residents recognise that each service is actually being implemented.
- On a scale of one to four, the average level of resident satisfaction with regard to services recognised as being implemented by Paurashava is only 2.42. There is much room for improvement.[16]
- Importance-performance analysis[17] shows that the following ten services ought to be prioritised in the future: (i) waste management; (ii) street light; (iii) water supply (public); (iv) public toilet (construction); (v) public toilet (maintenance); (vi) public street (construction); (vii) public street (maintenance); (viii) drainage (construction) (ix) waste removal; and (x) drainage (maintenance)
- In the questionnaire survey, as many as 70% of residents responded that "the number of taxpayers would increase if the quality of available services received was better." This figure increases to 81% if limited to only those residents who did not pay taxes last year.

2. Recommendations

- Paurashavas should focus on improving the ten high-priority services mentioned above.
- Improving the quality of services provided could possibly lead to an increase in the amount of taxes paid. Therefore, from now on, clear explanations of how taxes are used should be given to residents in order to increase the amount of taxes paid,[18] which, in turn, would lead to the provision of better services.

Output: Summary of the Baseline Survey Report / Final Report: Baseline Survey for Strengthening Pourashava Governance Project

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

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

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

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

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

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

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

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

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

Outcome: Indicators for determining their capacity to provide administrative services were set, and as much information as possible was collected in relation to these indicators. In setting the indicators, Public Expenditure and Financial Accountability (PEFA)[19] indicators have also been used. The questionnaire in this survey was also produced based on discussions with the implementing agency.

The summary of survey results is as follows.

1. Major survey findings

1-1. The extent to which the Paurashavas implement important services that they are expected of: With respect to the 33 services that Paurashavas are legally obliged to provide, officials at the Paurashavas were asked to use a scale of one to four to personally assess the extent to which the services are being provided. On average, the distribution of their self-assessments is as follows[20].

Extent of service provision	Number of relevant services
1. Hardly provided at all	5
2. Poorly provided	17
3. Provided to some extent	10
4. Adequately provided	1
Total	33

1-2. Reasons of low degree of implementation of services: With respect to the ten services regarded in the baseline survey as needing to be addressed on a priority basis, the two main reasons given for the low quality in services were “a lack of funds” and “a lack of laws, guidelines and knowledge when conducting administrative work.”

1-3. Confirmation of the problems faced by Paurashavas: Paurashavas’ problems which were identified at the start of the project (described at 1.1.2 in this Report), were also all reconfirmed as being present. These problems are enumerated again as follows.

- Low capacity to collect tax
- Insufficient and inequitable allocation of grants from the Government
- Absence of development plans
- Ineffective formulation of annual budget
- Ineffective execution of annual budget
- Manpower shortage
- Insufficient monitoring and evaluation of Paurashava’s work
- Insufficient administrative knowledge and skills of Paurashava officials, mayors and elected representatives

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[19] Launched in 2001 as a partnership project between multiple donor agencies and international financial institutions, with an aim of realizing improvements and capacity building in individual countries by assessing each country’s public expenditure, procurement and financial accountability systems.

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

2. Recommendations

2-1. Extraction of 15 items identified as the prioritised functions of Paurashavas to be strengthened ("core functions"): Six items such as Formulation of Master Plan, Inspection and control of execution of land development schemes, Inspection of completed buildings, Approval of construction of new streets, Civil defense (safety) of the municipality and Approval of building plans were added to nine items extracted by baseline survey (two items related to waste managed were merged into one.)

2-2. Approaches to tackle the problems Paurashavas face:

- Three approaches are available such as support from the central government (legal system and finance); reform within the Paurashavas; and technical support for Paurashava officials.
- At least one of the three approaches above could be used to tackle 15 items of Core Functions.
- At least one of the three approaches above could also be used to tackle the administrative problems Paurashavas face (the eight items listed above).

2-3. Urgent items for capacity building: The following training courses were established for mayors and councilors: general orientation on Paurashavas; monitoring and evaluation of Paurashava business; and internal auditing. The following training courses were established for Paurashava personnel: development planning; budget development and execution; monitoring of budget execution; accounting and bookkeeping; monitoring and evaluation of Paurashava business; monitoring of Paurashava business by residents; and guidance on new detailed enforcement regulations.

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

Output: Summary, Administrative Needs Assessment Survey on Paurashavas / Final report: Administrative Needs Assessment Survey on Paurashavas

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

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

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

The results of meetings are as follows.

Meeting	Date	Discussion results
1st	August 27, 2014	The participants in the meeting agreed on the outline and plans of the project. In addition, a few members of the working group were modified

		on the basis of a suggestion by LGD in the meeting[21].
2nd	November 9	The results of the baseline survey and the administrative needs assessment survey were presented.
3rd	December 17	A concrete image of the strategy was confirmed. And the results of the good practice survey were shared.
4th	April 13, 2015	Chapter 2 of the draft strategy (Ascertaining the Problems Faced by Paurashavas) was presented and confirmed by the participants. All the 7 mayors of pilot Paurashavas have been invited to WG meetings from this time.
5th	June 2, 2015	Chapters 3 and 4 of the draft strategy were presented and they were accepted by the participants in principle (Specific modification proposals made in the discussion will be discussed later.).

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

Output: Minutes of Meeting of Working Group Meeting

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

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

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

Outcome: The survey above was conducted to verify what kind of training had been implemented in Bangladesh for local government officials, particularly for Paurashava personnel. The survey was conducted using a combination of document studies, visits to training agencies and interview-based inquiries. The organizations subject to research are NILG, LGED, BIM, MAB and NAPD[22]. The results of this survey not only provided an understanding of previous conditions regarding the development of Paurashava human resources, but also clarified features of those organizations. The survey results finally presented a frame of reference for building a system of training to be described in the action plan contained in the Strategy for Paurashava Administrative Capacity Development, which is scheduled to be drawn up in the future. (With regard to training implementation, attention will be paid to coordinating with the support for municipal corporations provided separately by LGD and LGED.) As for the system of training, it needs to be incorporated into the draft strategy as soon as possible with discussion being carried out.

Output: Report: Study on Training Institutions for Strengthening Pourashava Governance Project

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

[22] The full names of organizations are National Institute of Local Government、Local Government of Engineering Division、Bangladesh Institution of Management、Municipal Association of Bangladesh、National Academy for Planning and Development.

(8) Discuss target indicators of the project

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

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

Output: Revised Draft PDM

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

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

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

Outcome: Work on drawing up the strategy has proceeded while also taking the time to engage in stage-by-stage discussion at the working group meetings which bring together important stakeholders involved in Paurashavas and in local administration. This approach draws on the successful practice[23] in Bangladesh for formulating strategy. Four working group meetings have been held so far. After several more meetings, the aim is to complete the first draft strategy by the end of October 2015. The strategy will reflect the essence of the results of five different surveys: the baseline survey, the administrative needs assessment survey on Pourashavas, Study on Training Institutions for Strengthening Pourashava Governance Project, the good practices survey, and the survey on Paurashava administrative services and technical manuals. The following are the contents of the strategy as currently envisaged.

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

Strategy: Table of Contents

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

Based on many case studies on strategy both in Bangladesh and abroad, this strategy is being formulated while bearing in mind three principles, namely: concise and easy to read; highly logical; and practical and highly feasible. At the end of May 2015, chapters 2, 3 and 4 of the draft strategy are almost complete.[24] Chapter 2 ascertains the three key issues linked to the principal problem facing Paurashavas, namely “adequate services have not been provided to local residents,” as well as eight more specific problems associated with the three key issues. Chapter 5 onwards will follow up on efforts that address these problems.

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

Original plan: Based on the strategy mentioned in the activity (9) into consideration, this activity was to discuss necessary draft amendments to laws and regulations for strengthening Paurashava governance and a draft plan of an organization to implement the strategy in such forums as the working group, and to shape a concrete plan for improvement. Initially, this activity was to be conducted in August to September 2014 after the completion of the draft strategy. However, this activity is re-scheduled to be conducted after October 2015, because the period for making the draft strategy was extended as mentioned above(in effect, this activity will be incorporated into Activity (1) of the next phase).

Result: Nothing in particular

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

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

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

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

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

(12) Identify and collect good practices

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

Result: Examples of good practices worthy of accumulation could not be extracted from the results of the baseline survey and others. During this phase, good practices extracted from surveys of other donors' related projects will be accumulated as examples of good practice. (The good practices survey was completed in November 2014.)

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

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

A total of 40 trainees participated in the training programme, comprised of LGD officials and mayors selected from all over Bangladesh. The programme was run in Yamaguchi and Hiroshima between May 25 and June 2, 2014. The main components of the programme included various training courses and observation tours in relation to local government management in Japan, including a visit to Yamaguchi City Hall and attendance in lectures at Yamaguchi University. The programme was favourably received by the participants[25] .The significance of this training programme lies in the fact that, by observing and experiencing the performance of a local government in Japan, mayors, were able to paint a specific vision of how each Paurashava ought to be, and were able to make use of their specific observations of individual administrative operations in improving their own day-to-day operations.

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

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

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

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

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

Result: Because the drafting of the strategy is expected to take until October 2015, this activity will also be postponed until after October.

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

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

Result: As a consequence of delays in discussions with candidate training organizations or lecturer candidate candidates due to the ongoing *Oborodh* and *Hartal* which were continually called from the beginning of 2015, and on account of the large number of Bangladeshi officials required to coordinate in order to complete the operational manuals for administration (some subjects), on the whole, activities were somewhat delayed.[26] Despite this, preparation of manuals and teaching materials was completed by May 2015 for subjects except for "development plan"[27].

Outcome: Important administrative services items, extracted as a result of the baseline survey and prioritised within the strategy, were ascertained, and operational manuals on these items were prepared. In preparing the operational manuals, existing manuals produced by other donors and in other projects were carefully and comprehensively examined, before making improvements on these manuals or preparing new manuals where necessary (in cases where there are no appropriate existing manuals). As a preparatory activity for producing manuals, Japanese experts visited multiple pilot Paurashavas as well as Paurashavas where other donors have projects, and interviewed Paurashava personnel and others to ascertain the needs for operational improvement.[28] Manuals and teaching materials were produced by Japanese experts in various fields through collaboration with Bangladeshi government officials and consultants and others. The developed operational manuals were used in the training for elected representatives and officials of pilot Paurashavas and will be used in day-to-day operations nationwide after the official approval of LGD. According to the questionnaire survey to trainees conducted at the time of training, the results of 4 grade evaluation concerning the easiness to understand the manuals are good as follows.

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

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

- Training on Paurashava Budget formulation, accounting, monitoring and reporting:3.7
- Training on Paurashava Tax collection and assessment: 3.45
- Training on Financial Management for Elected Representatives: 3.45
- Orientation course on the basics of Paurashava administration: 3.56

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

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

(3) Conduct Training of Trainers (TOT)

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

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

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

Output: TOT Report

(4) Conduct pilot training

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

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

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

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

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

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

Output: Pilot Training Report

(5) Support pilot Paurshavas' administrative activities

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

Result: Follow-up activities were undertaken gradually, starting with the subjects for which training has finished.

(6) Identify good practices

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

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

(7) Share identified good practices with other Paurashavas

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

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

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

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

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

Result: The activity has not yet been carried out.

During this phase, although it had not been part of the initial plans, as an important activity in addition to the above, work was done on compiling rules and regulations associated with Paurashava, corresponding to the request of LGD. All Paurashavas perform activities based on the Paurashava Act, but because the Paurashava Act does not necessarily prescribe the content of those activities in detail, LGD issues rules, regulations and circulars for the purpose of supporting Paurashavas in conducting their operational activities. However, because these documents have not been put together in an organised form, editing them all and binding them into a single document would be extremely useful for both LGD and the Paurashavas. Therefore, support was provided for compiling a book of these various rules and regulations. Specifically, (1) relevant documents were collected,

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

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

- Setting up the project office

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

- Implementation structure of the project

The expected three members in the project team from the Bangladeshi side are the Project Director (PD), the Project Manager (PM), and the Assistant Project Manager (APM). However, the PM has not been appointed yet[29].

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

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[29] Currently, Deputy Secretary of LGD is PD and Senior Assistant Secretary is APM.

2.2 Second Year: July 2015 ~ June 2016

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[30].

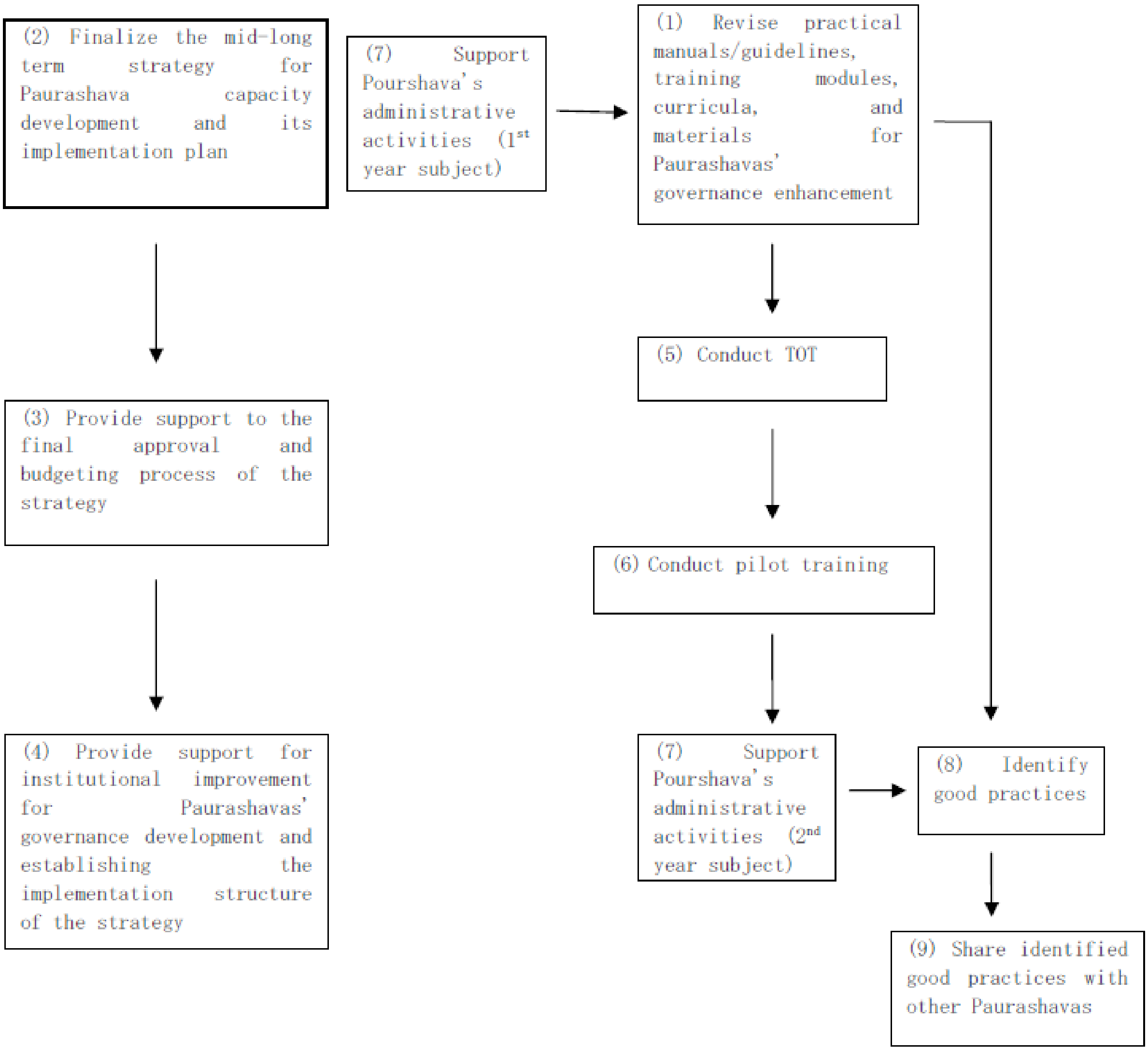
(2) Finalize the mid-long term strategy for Paurashava capacity development and its implementation plan
(7) Support Pourshava's administrative activities (1st year subject)
(1) Revise practical manuals/guidelines, training modules, curricula, and materials for Paurashavas' governance enhancement
(5) Conduct TOT
(3) Provide support to the final approval and budgeting process of the strategy
(6) Conduct pilot training
(4) Provide support for institutional improvement for Paurashavas' governance development and establishing the implementation structure of the strategy
(7) Support Pourshava's administrative activities (2nd year subject)
(8) Identify good practices
(9) Share identified good practices with other Paurashavas

Chart 2. Flow Chart of 2nd year

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[30] 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.

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 workers (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 Operational Manuals (Handbooks) 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 were 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[31] 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 edited by local editors. The text was finalized after it was reexamined by the training institutes.	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.

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[31] MGSP (Municipal Governance and Services Project) implemented by LGED with the support of World Bank

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 easy 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 needs of Paurashava officials.	In his interviews with Paurashava officials, the consultant explored the way for the construction and maintenance of drainage ditches that best suits Paurashavas.

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[32], as well as the first versions of reference materials on Development Planning

(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[33] 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 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.[34] 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.

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[32] 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.

[33] 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 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 implementing 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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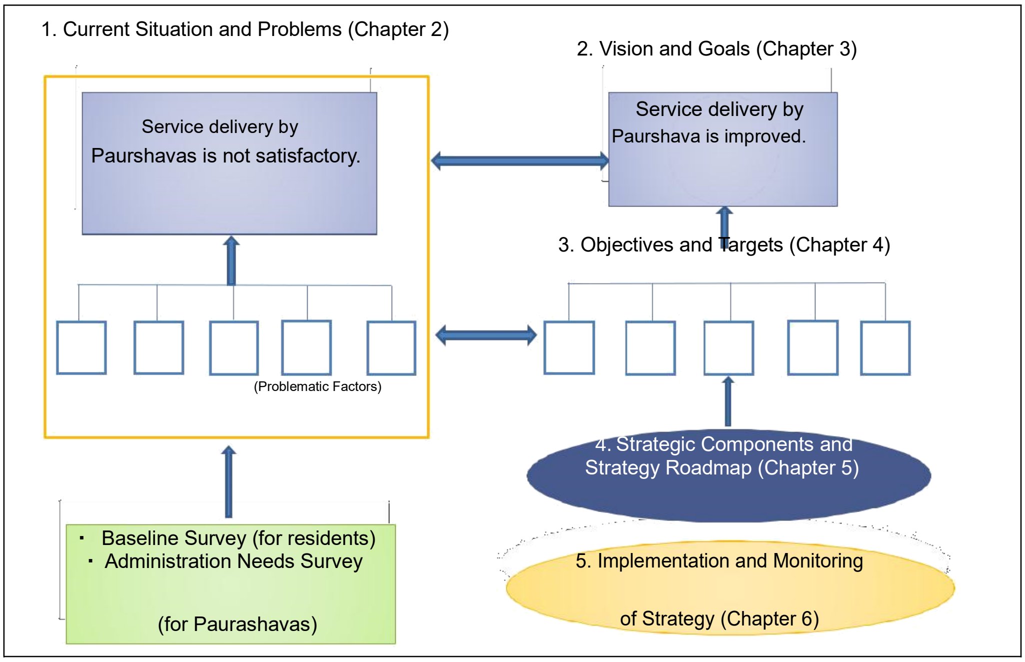
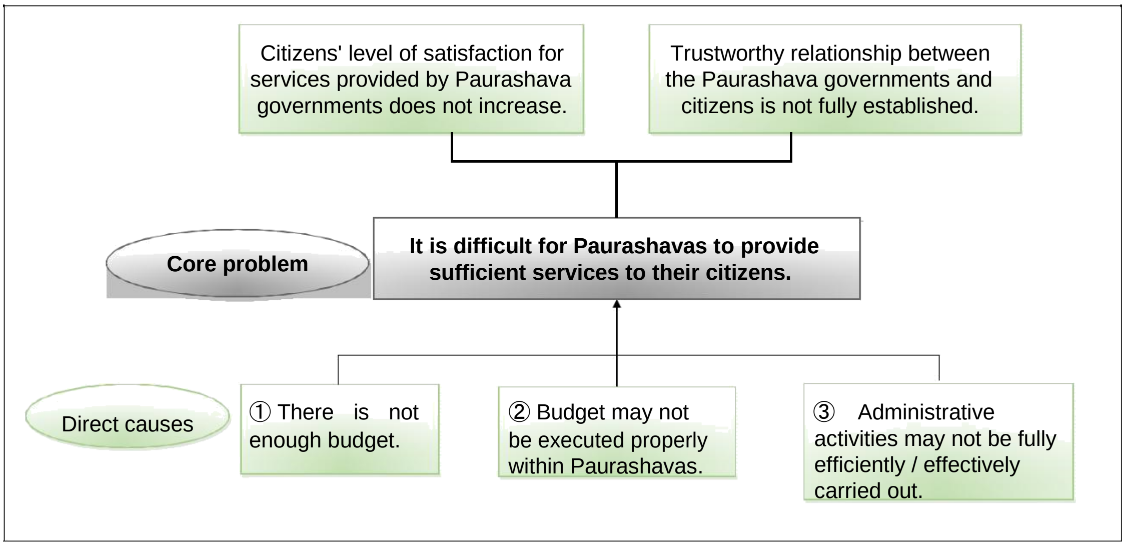
[34] NILG is in charge of the process.


1. Current Situation and Problems (Chapter 2)
2. Vision and Goals (Chapter 3)
Service delivery by Paurshavas is not satisfactory.
Service delivery by Paurshava is improved.
3. Objectives and Targets (Chapter 4)
(Problematic Factors)
4. Strategic Components and Strategy Roadmap (Chapter 5)
・ Baseline Survey (for residents)
・ Administration Needs Survey (for Paurashavas)
5. Implementation and Monitoring of Strategy (Chapter 6)

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[35] 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).


Citizens' level of satisfaction for services provided by Paurashava governments does not increase.
Trustworthy relationship between the Paurashava governments and citizens is not fully established.
Core problem
It is difficult for Paurashavas to provide sufficient services to their citizens.
Direct causes
① There is not enough budget.
② Budget may not be executed properly within Paurashavas.
③ Administrative activities may not be fully efficiently / effectively carried out.

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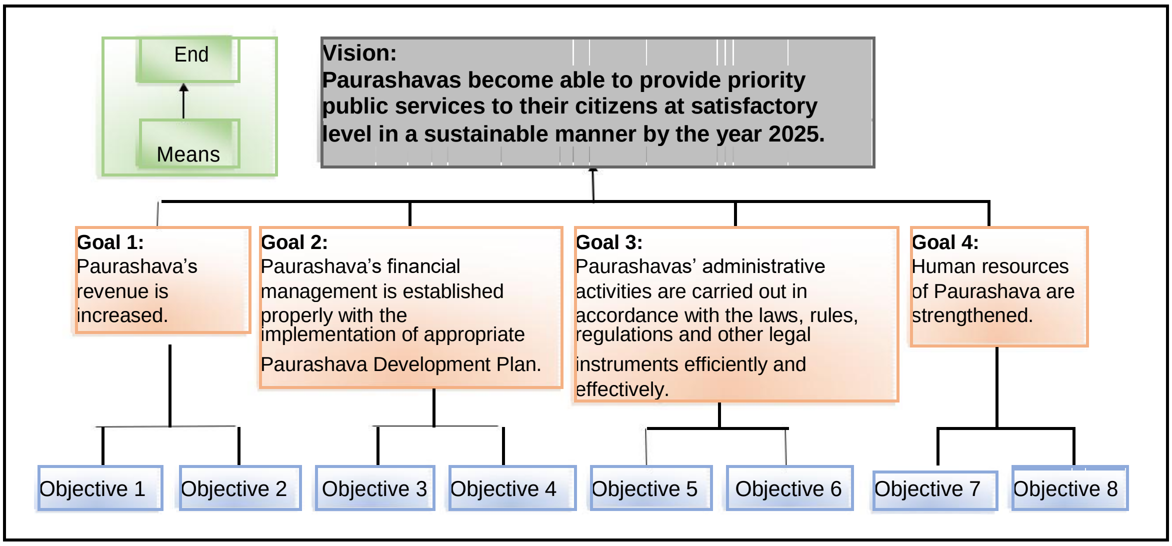
[35] They are Paurashava functions, Paurashava legal system, Organization, Finance, Urban Planning, Monitoring and Evaluation of Paurashavas' Activities, Personnel and Institutional Capacity Development and Service Delivery of Paurashavas.

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


End
Means
Vision:
Paurashavas become able to provide priority public services to their citizens at satisfactory level in a sustainable manner by the year 2025.
Goal 1:
Paurashava's revenue is increased.
Goal 2:
Paurashava's financial management is established properly with the implementation of appropriate Paurashava Development Plan.
Goal 3:
Paurashavas' administrative activities are carried out in accordance with the laws, rules, regulations and other legal instruments efficiently and effectively.
Goal 4:
Human resources of Paurashava are strengthened.
Objective 1
Objective 2
Objective 3
Objective 4
Objective 5
Objective 6
Objective 7
Objective 8

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.

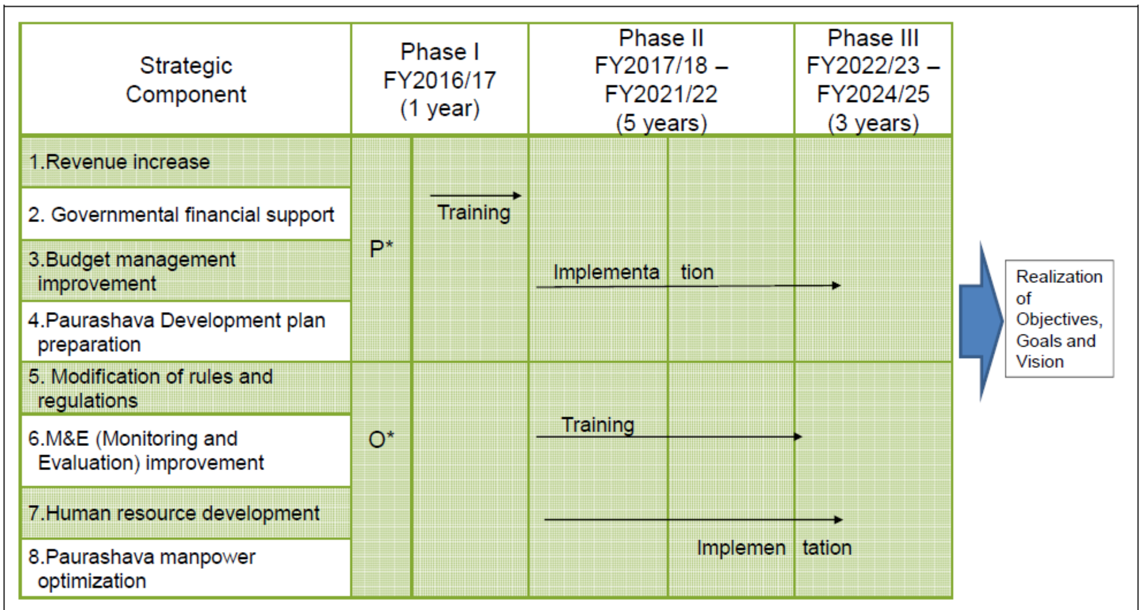
Strategic Component	Objectives	Targets	Main Activities	Implementation Organizations
8 items corresponding to each of 8 targets (See the following "Strategy Roadmap")	8 items stated in Chapter 4	There are several items for each of 8 objectives	There are several items for each target.	There are responsible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

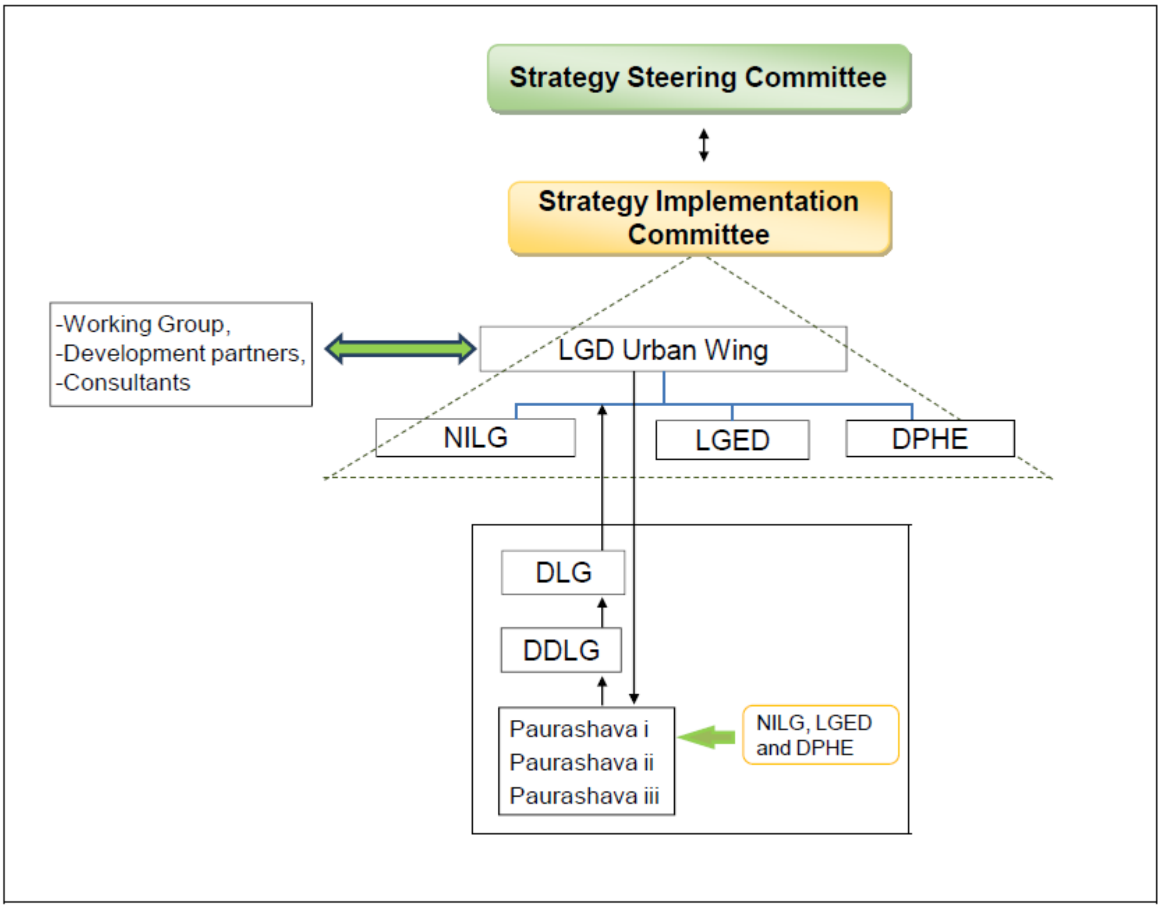
Phase 2: Nation-wide training of elected representatives and staff of Paurashavas is conducted by the initiative of Governmental supportive agencies such as NILG, LGED and DPHE. Also, in this Phase Governmental support in terms of budget and legal system will be provided together with the formulation 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
2. Governmental financial support
3.Budget management improvement
4.Paurashava Development plan preparation
5. Modification of rules and regulations
6.M&E (Monitoring and Evaluation) improvement
7.Human resource development
8.Paurashava manpower optimization
P*
O*
Training
Implementa tion
Training
Implemen tation
Realization of Objectives, Goals and Vision

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

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.


Strategy Steering Committee
Strategy Implementation Committee
-Working Group,
-Development partners,
-Consultants
LGD Urban Wing
NILG
LGED
DPHE
DLG
DDLG
Paurashava i
Paurashava ii
Paurashava iii
NILG, LGED and DPHE

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.

Output: The final draft of the mid-long term strategy for Paurashavas capacity development/roadmap[36], Minutes of WG meetings

(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.

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

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[36] 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.

(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.

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 was 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 - Participants: 8 engineers from Paurashavas (Shailkupa, Bakerganji, 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: Japanese expert and 2 SPGP consultants	TOT on Budget Formulation Accounting, Tax Collection, and Tax Assessment was designed for NILG officials who will help training

Accounting	- 4 NILG officials	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 participants with inadequate knowledge or practical experience.
Tax Collection		
Tax Assessment		
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.

Output: TOT 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 additional 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	【Main Training】 October 2015 (3 days x 3) and April 2016 (3 days) - Venues: Paurashava offices or neighboring facilities in Bakerganj, Kanaighat, Sengarchar, and Shailkupa - Lecturers: 4 SPGP consultants, 2 NILG officials, a Japanese expert (2-3 lecturers per Paurashava, different lecturers for different venues) - Participants: 70 participants in total (mayors, councilors, and Paurashava officials) 【Supplementary training】 March 2016 (2 days), April (2 days), May (2 days) - Venue: Paurashava offices in Sengarchar, Bakerganj, and Kanaighat - Lecturers: 4 SPGP consultants (2 lecturers per Paurashava different lecturers for different venues) - Participants: 19 participants in total (newly-elected councilors)	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.
Budget Formulation	January-February 2016 (3 days x 2 batches) - Venue: NILG - Lecturers: 2 local consultants, 2 NILG officials (per batch) - 37 participants	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.
Accounting		
Tax Collection	February 2016 (3 days x 2 batches) - Veneue: NILG - Lecturers: 2 local consultants, 2 NILG officials (per batch) - 55 Participants	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
Tax Assessment		
Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors	March 2016 (3.5 days) - Venue: NILG training room - Lecturers: 15 NILG officials 15 and a SPGP consultant - Participants: 22 participants (newly-elected Paruashava councilors in Shailkupa, Bakerganj, and Sengarchar)	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

	April 2016 (3.5 days) - Venue: NILG training room - Lecturers: 14 NILG officials and a SPGP consultant - Participants: 18 participants (newly-elected Paurashava councilors in Kanaighat and Paurashava councilors in Ulipur)	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.
Citizen Participation	September 2015 (4 days) - Venue: Paurashava office in Bakergonj - Lecturers: 3 Paurashava-level lecturers - 134 participants (Paurashava councilors, Paurashava officials, WC/TLCC members) October 2015 (8 days in 2 Paurashavas) - Venue: Paurashava office in Sengarchar - Lecturers: 3 Paurashava-level lecturers - 131 participants (Paurashava councilors, Paurashava officials, WC/TLCC members) - Venue: Paurashava office in Kanaighat - Lecturers: 3 Paurashava-level lecturers - 134 participants (Paurashava councilors, Paurashava officials, WC/TLCC members) November 2015 (8 days in 2 Paurashavas) - Venue: Paurashava office in Shailkupa - Lecturers: 3 Paurashava-level lecturers - 134 Participants (Paurashava councilors, Paurashava officials, WC/TLCC members) - Venue: Paurashava office in Atgoria - Lecturers: 3 Paurashava-level lecturers - 134 participants (Paurashava councilors, Paurashava officials, WC/TLCC members)	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 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. The management of the training was entrusted to respective Paurashavas. This training design provided an opportunity for OJT for subsequent training.

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.

*1: 4: "Understood well," 3: "Understood," 2: "Not understood," 1: "Not understood at all"
*2: 4: "Very good," 3: "Good," 2: "Bad," 1: "Very bad"

Output: Pilot Training Report

(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 Paurasavas 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 enough.
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 people in each Paurashava	We repeatedly conducted exercises using calculation sheets for tax assessment in order to deepen trainees' understanding.
Citizen Participation	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.) 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 stagnant.	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.

(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.

Output: Follow-up Activity Report

(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[37], 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.

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[37] 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.

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.

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 which 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 existing LGD's monitoring system in implementation of the Strategy
- Necessity for review and revision of rules and regulations related with Paurashava administration
- Consideration on establishment of nation-wide training system
- Promoting the results of the Project in coordination with other activities

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 Pourashava Governanc e 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) **Affilated 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”

Output: The report on the training in Japan, the record of acceptance of trainees

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, the expert 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.

2.3 Third Year: July 2016 ~ January 2018

The flow chart of expected activities of the 3rd contract year is presented as follows.

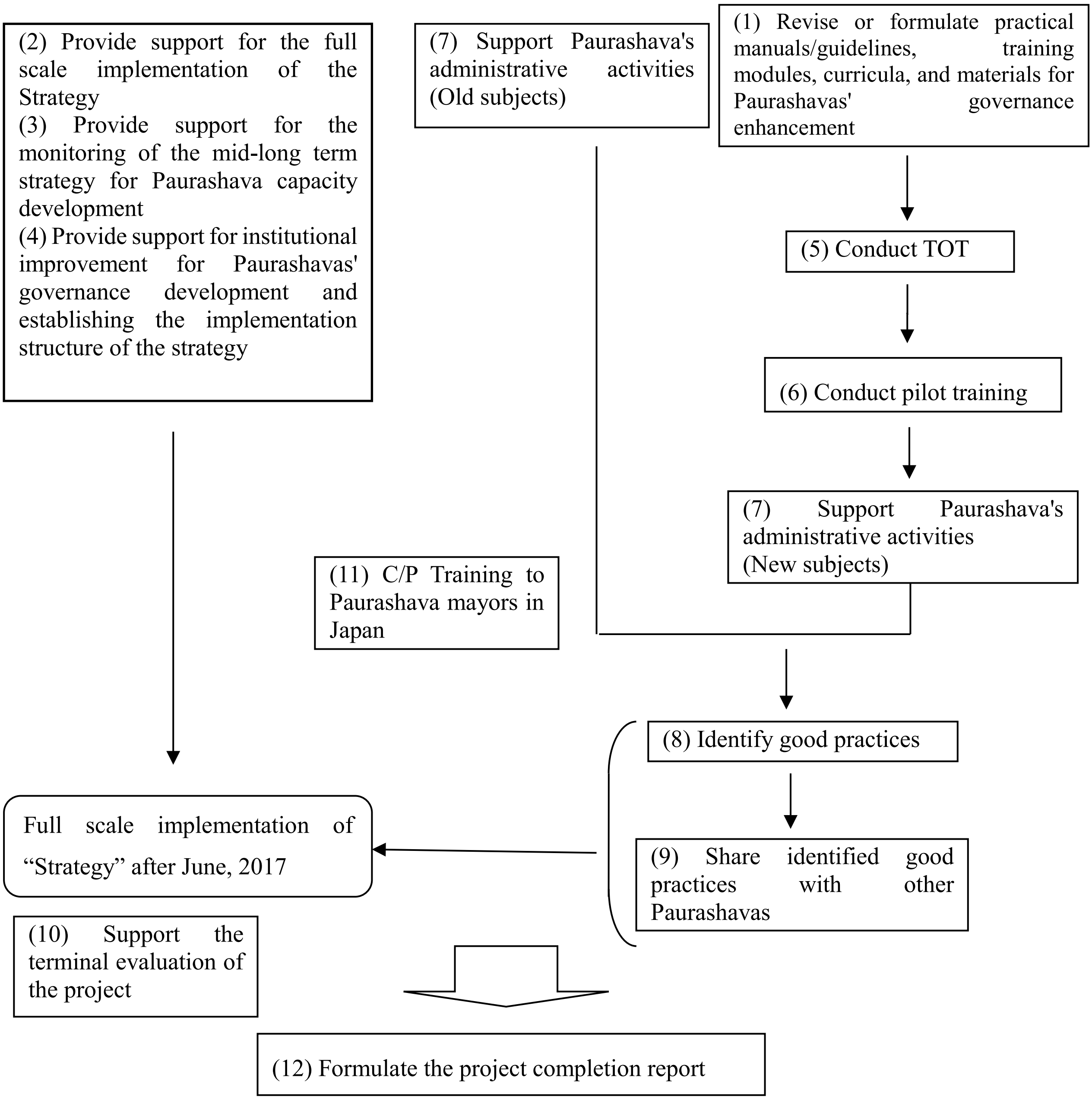

(2) Provide support for the full scale implementation of the Strategy
(3) Provide support for the monitoring of the mid-long term strategy for Paurashava capacity development
(4) Provide support for institutional improvement for Paurashavas' governance development and establishing the implementation structure of the strategy
(7) Support Paurashava's administrative activities (Old subjects)
(1) Revise or formulate practical manuals/guidelines, training modules, curricula, and materials for Paurashavas' governance enhancement
(5) Conduct TOT
(6) Conduct pilot training
(7) Support Paurashava's administrative activities (New subjects)
(11) C/P Training to Paurashava mayors in Japan
(8) Identify good practices
(9) Share identified good practices with other Paurashavas
Full scale implementation of "Strategy" after June, 2017
(10) Support the terminal evaluation of the project
(12) Formulate the project completion report

Chart 3: Flow chart of the 3rd year of Project

General progress status

For the purpose of reviewing the general status, the activities can be roughly divided into strategic activities and training activities as follows:

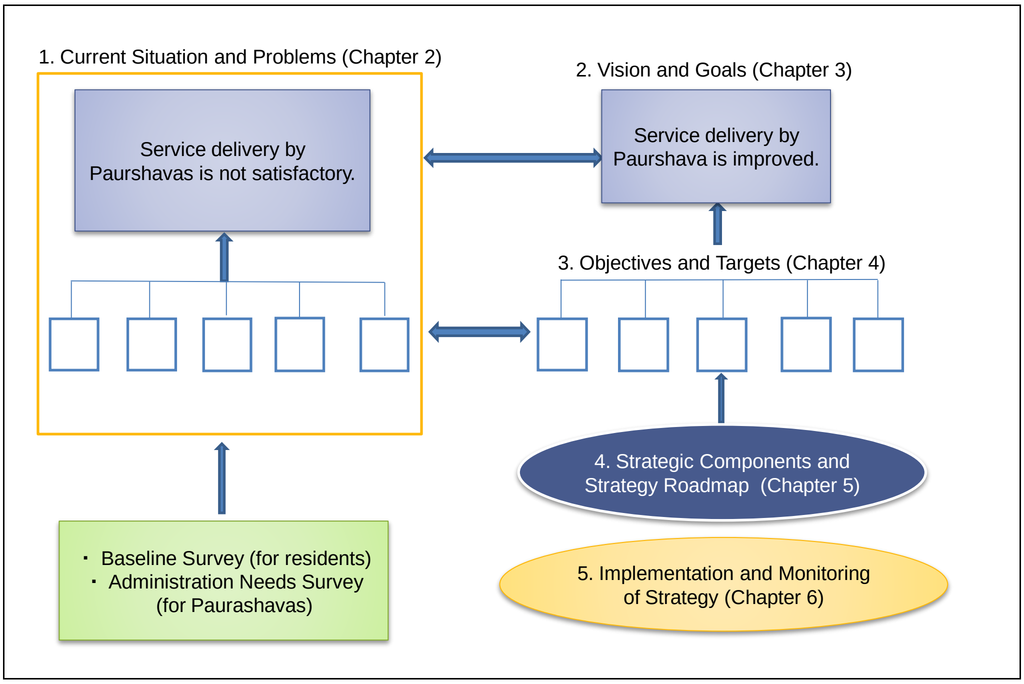
Strategic: The Strategy (National Strategy for Paurashava Governance Improvement) itself was completed and authorized by LGD in June 2016. The content of Strategy was discussed carefully by Working Group meetings (total 8 times), which LGD, the implementing agency, major related governmental agencies (NILG, LGED, DPHE), major donors, mayors of pilot Paurashavas and so on participated in.

The outline of the Strategy is shown below.

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.


1. Current Situation and Problems (Chapter 2)
Service delivery by Paurshavas is not satisfactory.
2. Vision and Goals (Chapter 3)
Service delivery by Paurshava is improved.
3. Objectives and Targets (Chapter 4)
4. Strategic Components and Strategy Roadmap (Chapter 5)
・ Baseline Survey (for residents)
・ Administration Needs Survey (for Paurashavas)
5. Implementation and Monitoring of Strategy (Chapter 6)

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. Strategy Implementation Committee formulates “Detailed Training Plan” in order to conduct training. Strategy Steering Committee supervises Strategy Implementation Committee.

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.

After the authorization of the Strategy project activities have been delayed because of insufficient or delayed communication with LGD, the implementing agency, and other relevant organisations as a result of the experts being prohibited to enter Bangladesh in the second half of 2016. We will shortly conduct the Strategy dissemination seminar and try to make the Strategy well known to the entire nation.

- Status of action plans:
    - LGD’s Action Plan: A concise plan was formulated by extracting LGD’s major responsible activities from the Strategy. Discussions with LGD on the plan are, however, insufficient.
    - Action Plan of Paurashavas: Preparation, implementation and monitoring are limited to some Paurashavas, that is to say, the pilot Paurashavas.
    - Detailed Training Plan: The outlook for NILG has become clear to some extent. However, regarding LGED, no consultation can be held about establishing a nationwide training system for infrastructure subjects such as a development plan and a master plan.
- The system for monitoring any of the plans above has not been sufficiently established.
- Although various rules and regulations should be revised or introduced in order to implement

the strategy, nothing has been done other than the identification of candidate articles.

- Although support was provided to estimate the investment and training budgets, no contribution was provided by the project for the accounting year starting in 2017.

Training

- Practical administrative manuals, training materials: Regarding the originally planned subjects, these are generally expected to be completed. However, with regard to the later introduced subjects -- monitoring of the Paurashava activities and three infrastructure subjects --- practical support after training, and revision of the manuals and teaching materials as a result of the support are behind schedule.
- Support to pilot training and practical administrative activities in Paurashava: Although it has been delayed for several months, it has been carried out gradually.

Results of activities

The following are the results of each activity according to the operation flow described above:

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

Original plan: Prepare the above documents for new training* in the third year. In addition, regarding those subjects for which training was provided in or before the second year, review the results of the training in the pilot Paurashavas and the support provided for strengthening the administrative functions in Paurashavas, and based on the results of the review, revise the originally prepared Paurashava practical administrative manual/guidelines, training modules, curriculum and teaching materials, if necessary.

*The following five subjects require new documents to be prepared for the third year:

- Masterplan Implementation
- Streets
- Drainage
- Building control
- Monitoring of Paurashava activities

Point to keep in mind: In the activities for infrastructure subjects, be sure to work closely with

LGED during the preparation of the above documents.

Result: In 2017, the Paurashava practical administrative manual/guidelines were revised and developed. Specifically, responding to the results of follow-up activities, the manual/guidelines were revised concerning those subjects (Budget Formulation, Accounting, Tax Collection, Tax Assessment, Financial Management for Elected Representatives, Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors, Development Plan and Citizen Participation) for which training was held in and before the second year. New manual/guidelines were developed concerning those subjects for which training will be newly held in the third year. Various follow-up activities were influenced by the prohibition on experts to enter Bangladesh in the second half of 2016. In addition, because no reference manual existed in the field of infrastructure, it was necessary to prepare a manual almost from the very beginning. As a result, the preparation took a far greater amount of time than expected.

The situation of Operational Handbooks, training in which was conducted by second contract year, as at the end January 2018 is summarized as follows.

- Financial subjects (Paurashava Tax Collection, Paurashava Tax Assessment, Paurashava Accounting and Reporting, Paurashava Budget formulation, Implementation and Execution and Paurashava Financial Management for Elected Representatives): Final review by the implementing agency, LGD is on-going.
- Orientation course on the basics of Paurashava administration: Modification based on LGD's comments was completed and waiting for the final review.
- Development plan: Operational Handbook is completed and waiting for the final review.
- Citizen Participation: Operational Handbook is completed and waiting for the final review.

The situation of Operational Handbooks, training in which was conducted first time in the third year, as at the end of January 2018 is summarized as follows.

- Paurashava Masterplan implementation: Under revision for finalization
- Construction regulations: The formulation was suspended, as there is a movement of manual/guideline formulation by LGD.
- Monitoring of Paurashava activities by the Council and Standing Committee: English version was completed, and Bengali version is under translation.

It has been decided that the manuals prepared for this project will also be used for another project that LGED has carried out for each Paurashava.[38]

The manual above is submitted in the Supplementary Volume to this report. The following summarises the preparation and revision methods as well as the points to keep in mind and the measures taken with regard to preparation and revision.

(Subjects for which training was held by the second year)

Training subject	Preparation and revision of handbook*	Points to keep in mind and measures taken with regard to preparation and revision
Budget Formulation	Minor revisions were made on the handbook, which was prepared in the 1st and 2nd year, based on he comments made by NILG, LGED and LGD.	The contents of the handbooks were re-exeamined and the mistakes in the descriptions were corrected.
Accounting	Minor revisions were made on the handbook, which was prepared in the 1st and 2nd year, based on he comments made by NILG, LGED and LGD.	Minor revisions were made to keep the consistency with other handbooks.
Tax Collection	Minor revisions were made on the handbook, which was prepared in the 1st and 2nd year, based on he comments made by NILG, LGED and LGD.	Wording mistakes were corrected in the handbook. The handbook was also revised to keep the consistency with other handbooks.
Tax Assessment	Minor revisions were made on the handbook, which was prepared in the 1st and 2nd year, based on he comments made by NILG, LGED and LGD.	Figures and tables were revised to make the handbook more user-friendly.
Financial Management for Elected Representatives	Contents on simplified internal auditing were added in the handbook. The handbook was also revised reflecting the comments by LGD.	Many figures and tables were added to the handbook. The handbook contents were also simplified for mayors and councilors.
Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors	Both the Bengali and English versions of the draft handbook were submitted to LGD after the final editing of the text. A review by LGD is going on as of January 2018.	The writing and structure of the draft handbook was thoroughly reviewed through the final editing to improve the draft prepared in the previous year. In addition, with the view of the use of the handbook by development partners, its English translation was also reviewed and improved in quality.
Development Plan	Based on the lessons and feedback obtained from support activities in	The planning method, explanations of planning steps, and various forms

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[38] MGSP (Municipal Governance and Services Project) which LGED has been implementing with the support of World Bank.

	the development planning process of the pilot Paurashavas, the draft handbook was revised. It is planned to be submitted to LGD for a review.	provided in the handbook were improved based on the lessons from pilot Paurashavas. Particularly, the proposed preparation method of a project/activity list, which is the core of development plan, was refined reflecting the current environment surrounding Paurashavas learned through the support activities for pilot Paurashavas. At the same time, considering the future issuance of a government guideline on the preparation of development plan, a matter of what development plans of an urban government should be like was also taken into consideration in preparing the handbook.
Citizen Participation	The first version of the handbook was revised based on comments made by NILG. After the revision of the handbook, the training materials such as presentation slides were also revised for additional training programs due to the change of WC and TLCC members after the Paurashava council election.	Regarding the handbook, the revision is done focusing on wording in Bengali. Regarding the training materials, the change of wording reflecting the revision of the handbook, the development of new materials for exercise, and adjustment of questionnaire on training evaluation were done considering the experience from implemented training programs.

* "Operational Handbook" is decided to be used for the document in English.

(Subjects for which new training will be held in the third year)

Training subject	Preparation and revision of handbook	Points to keep in mind and measures taken with regard to preparation and revision
Masterplan Implementation	The Handbook was completed in March 2017, and checked by LGED, and revised. Training was held in May 2017. Based on the training results, the Handbook was revised.	Attention was paid to improving the usability of the handbook in Paurashavas based on feedback from local consultants, training instructors and LGED's observers concerning preparation of the Handbook through the implementation of training.
Streets	The Handbook was completed in early June 2017, checked by LGED. Training was held in July 2017. Based on the training results, the Handbook was revised.	A suitable method for Paurashavas concerning the approval of road construction and road maintenance was considered based on the results of additional interviews with Paurashava employees during the process of preparing the Handbook.
Drainage	The Handbook was completed in early June 2017, checked by LGED. Training was held in July 2017. Based on the training results, the Handbook was revised.	In the process of preparation of the Handbook, interviews were held locally with Paurashava officials. It was considered what method would be suitable for Paurashava concerning the construction and maintenance of drainage.

Building control	This task was canceled since LGD is going to prepare manuals and guidelines related to infrastructure subjects of SPGP.	
Monitoring of Paurashava activities	Systems of monitoring by the Paurashava council were designed after studying other countries' systems and consultation with a senior local consultant of the project. A draft handbook on monitoring was prepared based on the designed systems.	Because there were no rules and regulations regarding monitoring by the Paura council and also there is no monitoring system in other categories of local government in Bangladesh, the SPGP team examined the cases of other countries and also consulted a local expert when designing appropriate monitoring systems for Paurashava. For monitoring of tax collection and budget execution, the SPGP team proposed the systems built on what is suggested in the handbooks on tax collection and accounting prepared by SPGP. Similarly, a section on monitoring by citizens was prepared to ensure consistency with the handbook on citizen participation also prepared by SPGP.

Output: Paurashava practical administrative manual/guidelines, training module, curriculum and teaching materials concerning Masterplan Implementation, Streets, Drainage, Building control and Monitoring of Paurashava activities; revised versions of Paurashava practical administrative manual/guidelines, training modules, curriculum and teaching materials concerning the subjects for which training was held in the first and second years.

(2) Provide support for the full scale implementation of the Strategy

Original plan: Follow the mid-long term strategy for Paurashava capacity development, which was provisionally approved as a national strategy in the second year, so that the strategy will be carried out according to the roadmap. Provide indirect support, if necessary. Specifically, consult with related persons about various action plans（LGD's Action Plan, Action Plan of Pilot Paurashavas and Detailed Training Plans), establish the plans and provide support for estimating the budget necessary to implement the strategy.

Points to keep in mind: Maintain close contact with LGD and the cooperative organisations (which also prepare Detailed Training Plans) – NILG, LGED and DPHE – to proceed with the preparation of various action plans. Cooperate with these organisations also in providing support to estimate the budget. In addition, if necessary for the purpose of cooperating with DPHE, cooperate with those JICA experts who have carried out technical cooperation projects with DPHE.

Result: An official letter related to National Strategy for Paurashava Governance Improvement was issued to all the Paurashava mayors and other important stakeholders in December 2017. Among various Action Plans, Detailed Training Plans of NILG and LGED including the training budget plans were discussed and completed. With regard to LGD Action Plan, based upon the proposal of Terminal evaluation mission, the original concise version was converted into the detailed version including time axis and listed activities. But it is not fully discussed between the project and LGD. It became difficult to conduct so called the NSPGI dissemination seminar in February 2018 and we plan to conduct it in March.

Output: LGD's Action Plan, Actions Plan of Pilot Paurashavas and Detailed Training Plans and the result of the estimated budget necessary to implement the strategy and the revised version of National Strategy for Paurashava Governance Improvement

(3) Provide support for the monitoring of the mid-long term strategy for Paurashava capacity development

Original plan: Provide the necessary support for smooth operation of the system to monitor the implementation status of the above strategy, the effectiveness of the means for achieving the objectives, etc.

Points to keep in mind: Although the gist of the monitoring has been incorporated into the strategy, make the contents more specific and place dedicated personnel.

Result: With regard to Paurashava Action Plan (PAP), monitoring of pilot Paurashava activities was conducted from time to time. A manual of PAP formulation and operation and a memo summarizing the roles of stakeholders were completed. They will be submitted to LGD for discussion. We also proceeded with the preparation of guidance on PAP to be organized to Paurashavas other than pilot Paurashavas. We also formulated draft monitoring manuals of LGD Action Plan and Detailed Training Plans.

Output: Simple manual for strategy monitoring (for only Paurashavas)

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

Original plan: Working groups and others will continuously discuss the improvement and development of the approved strategy and the system for improving the Paurashava administrative capacity, and the necessary support will be provided in order to realise improvement and development. As part of this activity, support will be provided for a review of the rules and regulations related to the Paurashava Act.

Points to keep in mind: Regarding improvement of the system to improve Paurashava administrative capacity, continue to carry out this activity of the second year. Check for discrepancies between the existing Paurashava Act and the rules and regulations concerning Paurashavas, check the existence of any outdated rules and regulations, decide on priorities and provide support to prepare a plan for revising the rules and regulations concerning Paurashavas. Regarding the establishment of the implementation structure of the strategy, clarify the implementation system during the process of preparing the above-mentioned action plans.

Result: 1st NSPGI Steering Committee meeting was held on January 14. Various activities for the implementation of NSPGI were approved in this meeting. With regard to the review of rules and regulations related to Paurashava Act, as in the previous month, the list of candidate rules and regulations to be reviewed was discussed, particularly from the point of view of financial feasibility, with LGD and local consultants. Personnel responsible for conducting review task were also selected.

Output: Revised rules and regulations concerning Paurashava (not formulated yet), the implementation system clarified in the action plan.

(5) Conduct TOT

Original plan: Provide the necessary training of trainers (TOT) to instructors at the training implementing agencies so that training can be provided effectively through use of the developed manuals and training programmes.

Points to keep in mind: When TOT is provided, allocate a Japanese expert for each main subject. However, because this project is not aiming to disseminate Japanese techniques and skills unilaterally but should be carried out based fully on the laws and social common sense in Bangladesh, use local experts and consultants simultaneously to be absolutely sure. Although all of the candidate organizations for training implementation have personnel with some experience and talent, the methods of TOT should differ according to the condition of each organization's candidate instructors. For example, because the National Institute of Local Government (NILG) has already provided training on a routine basis, TOT is to focus on the provision of training rehearsals to candidate instructors.

Result: In 3rd year, TOT was to be held prior to the scheduled training on four infrastructure subjects and 'Monitoring of Paurashava activities.' It was provided as follows:

Training subject	Time and method of TOT	Points to keep in mind and measures taken with regard to TOT
Masterplan Implementation	TOT was provided before the training in May 2017. Project Consultant of SPGP provided TOT to instructors, local consultants expected to conduct facilitation, and LGED officials.	Attention was paid to ensuring sustainability of the training, and providing TOT to LGED personnel who will provide training after SPGP. In the TOT, explanations were given about LGED's roles as facilitator and observer before the practical training.
Streets	TOT was provided before the training in July 2017. Project Consultant of SPGP provided TOT to instructors, local consultants expected to conduct facilitation, and LGED officials.	As same as Master Plan Implementation mentioned above, attention was paid to ensuring sustainability of the training by LGED after SPGP.
Drainage	TOT was provided before the training in August 2017. Project Consultant of SPGP provided TOT to instructors, local consultants expected to conduct facilitation, and LGED officials.	As same as Master Plan Implementation mentioned above, attention was paid to ensuring sustainability of the training by LGED after SPGP.
Building control	As described in (1) above, this task was canceled	
Monitoring of Paurashava activities	TOT was conducted inviting a few NILG faculty members and Secretaries and Engineers of pilot Paurashavas. A Japanese expert, local staff of SPGP and an NILG member who previously worked for some Paurashavas served as trainers.	Paurashava officers in the main management position (Secretaries and Engineers) were invited in addition to NILG members in order to have them lead exercises during training at the Paurashava level and also obtain feedback on the training from them.
Citizen Participation	TOT was conducted for transferring the skills and knowledge how to implement the training on the citizen participation for the staff members of NILG in July 2017.	The contents of TOT included the necessary knowledge as a training institute such as cause analysis for developing training materials and an ideal monitoring method after the training using the case of training on the citizen participation in additional to the knowledge and skills how to implement the training.

Output: TOT report.

(6) Conduct pilot training

Original plan: As in the first and second years, the project supports the training implementing agencies in providing training, arranged according to the above-described strategy, to the five pilot Paurashavas not covered by NOBIDEP. (This training will include courses that were not given in the second year. In addition, training on financial subjects will be provided to the Paurashavas covered by NOBIDEP.)

Points to keep in mind: The pilot training programme has been planned for the third year as follows:

New training

(1)

1) **Subject:** (The assembly and TLCC's) Monitoring of Paurashava activities
2) **Purpose:** Improvement of basic knowledge and skills necessary for management of a self-governing body
3) **Implementing agency:** LGD (SPGP), NILG (provisional)
4) **Expert in charge:** Development Plan, Training Planning/Sensitization/Coordinator
5) **Period:** Dec. 2016 to Apr. 2017 (including periods for preparation and ex-post adjustment)
6) **Place:** Dhaka
7) **Number of days:** 2 days × 3 batches; about 6 days in total
8) **Instructor:** SPGP consultants, NILG's instructors
9) **Participants:** Mayors, councillors, secretaries, et al. (5 pilot Paurashavas)

(2)

1) **Subject:** Master plan, Streets, Drainage, Building control (depending on the progress status of LGD's preparation of comprehensive rules for Paurashava)
2) **Purpose:** Improvement of basic knowledge and skills necessary for provision of service
3) **Implementing agency:** LGD (SPGP), LGED
4) **Expert in charge:** Community Development 2, Training Planning/Sensitization/Coordinator
5) **Period:** Oct. 2016 to Aug. 2017
6) **Place:** Dhaka
7) **Number of days:** Details will be determined at the beginning of the third year (Aug. or Sep. 2016)
8) **Instructor:** LGED personnel and consultants, SPGP consultants
9) **Participants:** Mayor, SC (Standing Committee) chairperson, SC members, engineers, planners, inspectors, et al. (5 pilot Paurashavas)

Continuation or improvement of the first and second years' training or addition of supplementary lessons

(1)

1) **Subject:** Orientation training for new mayors and councillors (administrative systems, management method, good governance, etc.)
2) **Purpose:** Improvement of basic knowledge and skills necessary for management of a self-governing body
3) **Implementing agency:** LGD (SPGP), NILG
4) **Expert in charge:** Community Development, Training Planning/Sensitization/Coordinator
5) **Period:** Around Sep. 2016
6) **Place:** Dhaka
7) **Number of days:** 4 days
8) **Training organization, instructor:** NILG instructors, SPGP consultants
9) **Participants:** New mayors and councillors of 1 Paurashava where an election was held in June and 1 Paurashava covered by NOBIDEP with an election scheduled in August

(2)

1) **Subject:** Formulation of a development plan
2) **Purpose:** Improvement of basic knowledge and skills necessary to manage a self-governing body

3) **Implementing agency:** LGD (SPGP)
4) **Expert in charge:** Community Development, Training Planning/Sensitization/Coordinator
5) **Period:** Around Oct. 2016
6) **Place:** Paurashava
7) **Number of days:** 3 days
8) **Training organization, instructor:** SPGP consultants
9) **Participants:** Mayor, councillors and employees of 1 Paurashava where an election was held in June

(3)
1) **Subject:** Financial training for mayors and councillors, budget planning and accounting, tax collection and assessment
2) **Purpose:** Financial management (budget/accounting, tax affairs, financial affairs)
3) **Implementing agency:** LGD (SPGP), NILG
4) **Expert in charge:** Financial Management
5) **Period:** Oct. 2016 to Apr. 2017
6) **Place:** Dhaka
7) **Number of days:** 2 to 3 days for each subject; 15 times in total
8) **Training organization, instructor:** SPGP consultants
9) **Participants:** Mayors, councillors, secretaries, accounting officials, tax collection officials, tax assessment officials (Paurashavas covered by NOBIDEP)

(4)
1) **Subject:** Participation of citizens through WC and TLCC
2) **Purpose:** Improvement of basic knowledge and skills necessary for management of a self-governing body for members who newly participated in WC and TLCC after assembly elections
3) **Implementing agency:** LGD (SPGP), NILG
4) **Expert in charge:** Community development
5) **Period:** Sep. to Nov. 2016
6) **Place:** Dhaka and pilot Paurashavas
7) **Number of days:** One-day training on WC and one-day training on TLCC for pilot Paurashavas (10 days in total; about 200 participants)
8) **Training organization, instructor:** NILG instructors, SPGP consultants
9) **Participants:** Newly appointed WC/TLCC members, mayors, councillors, Paurashava employees, et al. (5 pilot Paurashavas)

Result:

When describing pilot training, divide the subjects into those for the above-mentioned ‘new training’ and those for ‘continuation or improvement of the first and second years’ training or addition of supplementary lessons.’

(New training)

- Monitoring of Paurashava’s activities: The training of four of the five pilot Paurashavas was carried out in September and October in 2017 so that the pilot Paurashavas can start monitoring activities after the end of the first quarter of fiscal year. For the remaining one Paurashava, which completed the preparation of development plan later than others did, it was conducted in January 2018. The training targeted Mayors, Councilors, Secretaries and heads of the Engineering Division, which totalled 71. One or two NILG faculty members and two SPGP local staff served as trainers in each training.

- Four infrastructure subjects (Master Plan Implementation, Building Control, Street Development, and Drainage Development): Training on the Master Plan Implementation was held in May. Streets and Drainage trainings were also held in July and August respectively. The Handbooks for the 3 subjects were revised according to feedback received. LGED's facilities were used for the training where its employees served as facilitators and observers. The training on Building Control was cancelled as described in (1) aforesaid.

(Continuation or improvement of the first and second years' training or addition of supplementary lessons)

- Orientation training for new mayors and councillors: In November 2016, training was provided to the newly elected mayor, the new councillors and the new secretary (who was not required to undergo the training, but took the training for the reason of having been newly appointed) of a pilot Paurashava where the election was delayed. Because the number of newly elected members was small, the training was held at an SPGP office with five SPGP local consultants and two NILG employees serving as instructors.
- Formulation of a development plan: In December 2016, training was provided to 18 participants in total, including the mayor, councillors and employees of one pilot Paurashava where the election was delayed.
- Financial training for mayors and councillors, budget planning and accounting, tax collection and assessment: Although this training was not included in the original plan at the beginning of the project, it was decided that, in the third year, additional training should be provided to 18 Paurashavas that participated in NOBIDEP. In late January 2017, training (one batch in total) on budget planning and accounting was provided to 36 participants from 18 Paurashavas. In the middle of February and early April 2017, training on tax affairs (two batches in total) was provided to 54 participants from 18 Paurashavas. In addition, financial training and training on internal auditing were provided to mayors and councillors in mid-April 2017. In addition, we provided additional training to 21 Paurashavas in order for the nation-wide extensions of the training program. Before this training, we conducted TOT for the 10 staff members of NILG, so that they can make presentations, or they can support

participants to carry out exercises in the training. The NILG staff members actually participated in the training as trainers and assistant trainers. Additional training for budget formulation and accounting were provided to 39 trainees from 21 Paurashavas in two batches in October 2017. Similarly, such additional training for tax was provided to 65 trainees from 21 Paurashavas in three batches in November 2017. Additional financial management training for elected representatives was also provided in December 2017 in three batches.

- Participation of citizens through WC and TLCC: Because it was difficult to dispatch experts to Bangladesh for security reasons after mid-2016, training for the parties newly participating in WC/TLCC, which had been scheduled for around July 2016, was held in each Paurashava in March and April 2017. Although many of the participants were new, many old and new mayors and Paurashava council members participated in the training.

The following are details of the pilot training:

Training subject	Training period/method	Points to keep in mind and measures taken for training
Monitoring of Paurashava activities	September 2017, October 2017, and January 2018 (2 days x 3 batches) – Venue: NILG training room – Trainers: one or two NILG faculty members and two SPGP consultants for each batch – Trainees: 71 (Mayors, Councilors, Secretaries and heads of the Engineering Division of 5 pilot Paurashavas)	A focus was given to exercises rather than lectures in view of the fact that any of the Paurashavas has ever practiced monitoring activities. During the exercises, case materials developed using actual data of a pilot Paurashava were used in order to make exercises more practical for trainees.
3 subjects in infrastructure sector (Masterplan Implementation, Streets and Drainage)	Training on Master Plan Implementation May 2017 (3 days) – Place: LGED training room – Instructor: 2 LGED employees, 2 SPGP consultants, 1 local consultant – Number of trainees: 17 (Mayors, Councilors, Engineers and others of Shailkupa, Bakerganj, Sengarchar and Ulipur Paurashava)	Master plan training 4 Paurashavas that already have master plans were selected so that trainees could put their training contents into practice soon after the training. The training facilitated the trainees' effective learning about the master plan, including theoretical lectures using a prepared handbook and participatory group work seminars using an actual master plan and drawings.
	Training on Street Development July 2017 (3 days) – Place: LGED training room – Instructor: 2 LGED employees, 2 SPGP consultants, 2 local consultants – Number of trainees: 20 (Chairmen of Paurashava Standing Committee,	Training on Street Development A training of governance capacity improvement regarding planning, application & approval, maintenance, monitoring and evaluation of streets was provided to 5 pilot Paurashavas of SPGP. A participatory workshop using survey sheets was adopted to lean the Paurashava activities for

	Councilors, Engineers and others of Sengarchar , Shailakupa, Sengarchar , Bakerganj, and Kanaighat Paurashava)	streets development effectively along with lectures.
	Training on Drainage Development August 2017 (3 days) − Place: LGED training room − Instructor: 2 LGED employees, 2 SPGP consultants, 3 local consultants − Number of trainees: 20 (Chairmen of Paurashava Standing Committee, Councilors, Engineers and others of Sengarchar , Shailakupa, Sengarchar , Bakerganj, and Kanaighat Paurashava)	Training on Drainage Development A training of governance capacity improvement regarding planning, cleaning, maintenance, monitoring and evaluation of drainage was provided to 5 pilot Paurashavas of SPGP. A participatory workshop using survey sheets was adopted to lean the Paurashava activities for drainage development effectively along with lectures.
Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors	November 2016 (2.5 days) − Venue: SPGP office − Trainers: 2 NILG faculty members and 5 SPGP local staff − Trainees: 6 (Mayor, new Councilors, new Secretary of Atgharia Paurashava)	Because there was a small number of participants, the training was conducted in SPGP office and using mainly SPGP staff whilst the previous training was conducted jointly with NILG on a larger scale. For those sessions which trainers from the government are suited, NILG faculty members were arranged as trainers.
Development Plan	December, 2016 (3 days) − Venue: Atgharia Paurashava − Trainers: 3 SPGP local staff − Trainees: 18 (Mayor, Councilors and officers)	As the training was conducted without the Japanese expert in charge due to travel restrictions, she participated by skype in the opening and closing sessions to explain the objective of the training and obtain feedback from participants.
Budget Formulation	January 2017 (3 days × 1 batch) − Place: NILG − Instructor: 3 local consultants, 1 NILG employee (per batch) − Number of trainees: 35	Many exercises were conducted in the training, so that trainees who did not have sufficient knowledge and experiences can understand budget and accounting procedures.
Accounting	October – November 2017(3 days × 1 batch) − Venue: NILG − Trainers: Staff members of NILG 3 persons per batch − Trainees: 39 persons	
Tax Collection	February and April 2017 (3 days × 2 batches) − Place: NILG − Instructor: 3 local consultants, 1 NILG employee (per batch) − Number of trainees: 55	Many exercises were conducted in the training, so that trainees who did not have sufficient knowledge and experiences can understand tax collection and assessment procedures.
Tax Assessment	November 2017(3 days x 3 batches) − Venue: NILG − Trainers: NILG staff members 4	

	persons per batch − Trainees: 61 persons	
Financial Management for Elected Representatives	April 2017 (2 days × 2 batches) − Place: NILG − Instructor: 3 local consultants, 1 NILG employee (per batch) − Number of trainees: 72 December 2017 (2 days x 3 batches) − Venue: NILG − Trainers: Staff members of NILG 4 persons per batch − Trainees: 75 persons	Many exercises, discussion and presentations were carried out in the training so that trainees who did not have sufficient knowledge can understand the training contents.
Citizen participation	8 and 9, March 2017 -Venue: Bakergonj Paurashava Office -Trainer: SPGP Consultant (2) -Participants: 58（Mayor, Councilor, Officer, and WC/TLCC members） 14 and 15, March 2017 -Venue: Sylhet Community Center (Kanaighat Paurashava Training) -Trainer: SPGP Consultant (2) -Participants: 49（Mayor, Councilor, Officer, and WC/TLCC members） 21 and 22, March 2017 -Venue: Shoilkupa Paurashava Office -Trainer: SPGP Consultant (2) -Participants: 47（Mayor, Councilor, Officer, and WC/TLCC members） 29 and 30, March 2017 -Venue: Atgharia Paurashava Office -Trainer: SPGP Consultant (2) -Participants: 43（Mayor, Councilor, Officer, and WC/TLCC members） 4 and 5, April 2017 -Venue: Sengarchar Paurashava Office -Trainer: SPGP Consultant (2) -Participants: 45 (Mayor, Councilor, Officer, and WC/TLCC members）	The training was implemented for two target groups separately; a Mayor, Councilors, and Member Secretaries who play a role of chairs, and general WC and TLCC members. This is because the general WC and TLCC members don't need the knowledge of meeting management and formulation of meeting minutes which are necessary for the Mayor and Councilors. On the other hand, some discussion sessions such as the role of citizen participation were organized for general WC and TLCC with the participation of the Mayor and Councilors because the contents of such discussion is considered the important for both target groups. The project facilitated the Mayor and Councilors to attend the discussion sessions as observers and a certain number of the Mayor and Councilors attended the training for general WC and TLCC members. In the training program for the Mayor, Councilors, and Members Secretaries, the exercise to improve the piratical capacity was conducted using an actual case; meeting minutes made by pilot Paurashavas.

The following are the evaluation results from the participants of the pilot training. On average the score of understanding of training is more than 3.5 in 8 out of 12 cases and the score of satisfaction on training is more than 3.5 in 9 out of 12 cases, while 4 is the full score. Generally, the training was highly evaluated.

Subject	Understanding level *1	Satisfaction level *2	Analysis of evaluation results/proposal for improvement
Monitoring of Paurashava activities	3.38	3.53	Though the level of understanding of participants is lower than in other training courses, the score is considered relatively good considering the fact that the majority of the participants were councilors and none of the Paurashavas had ever engaged in monitoring activities. However, there is large scope for improvement in the training, and therefore it is planned to refine the contents of the handbook and training based on lessons from follow-up activities in the Paurashavas.
Masterplan Implementation	3.38	3.31	Both the level of understanding and the level of satisfaction are slightly lower than in the case of other subjects. In the 4 Paurashavas, because only one Executive Engineer participated, and the other participants were Assistant Engineers or Sub-assistant Engineers, the level of understanding was analyzed as being relatively low. Taking a lesson from this result, the Handbook and training are planned to be more easy-to-understand for lower-ranked Paurashava officials.
Streets	3.32	3.42	As same as Master Plan Implementation Training, the level of understanding is relatively lower than in the case of other subjects. In the 5 Paurashavas, because only one Assistant Engineer participated, and the other participants were Sub-assistant Engineers, Draftsman, or Work Assistant, the level of understanding was analyzed as being relatively low. Taking a lesson from this result, the Handbook and training are planned to be more easy-to-understand for lower-ranked Paurashava officials.
Drainage	3.27	3.41	As same as Drainage Development Training, the level of understanding is relatively lower than in the case of other subjects. In the 5 Paurashavas, because only 3 Assistant Engineers participated, and the other participants were Sub-assistant Engineers, Work Assistants or Inspectors, the level of understanding was analyzed as being relatively low. Taking a lesson from this result, the Handbook and training are planned to be more easy-to-understand for lower-ranked Paurashava officials
Orientation Course on the Basics of	4.00	3.67	It cannot be compared to the same courses conducted previously because of

Paurashava Administration for Mayors and Councilors			the small number of participants. However, that small number of participants probably helped them understand better the contents of the training through direct interaction with trainers.
Development Plan	3.78	3.78	Both the level of understanding and the level of satisfaction are much higher than those on the previous eight courses conducted on the same subject. The main reason can be the improvement of skills of SPGP local staff who had already gone through actual development planning processes in other four pilot Paurashavas and therefore understood well what parts of the training would be difficult for participants.
Budget Formulation	NOBIDEP 4.00 Additional training 3.58	NOBIDEP 3.79 Additional training 3.58	Levels of understanding and satisfaction were as high as the training provided in the 1st and 2nd years. As the training for pilot Paurashavas were completed in 1st and 2nd year, we provided additional training to NOBIDEP purashavas and additional 21 Paurashavas which were not the pilot purashavas.
Accounting			
Tax Collection	NOBIDEP 3.89 Additional training 3.77	NOBIDEP 3.80 Additional training 3.68	Levels of understanding and satisfaction were as high as the training provided in the 1st and 2nd years.
Tax Assessment			
Financial Management for Elected Representatives	Additional training 3.73	Additional training 3.67	Levels of understanding and satisfaction were high enough, although they were rather lower than those of budget formulation and accounting training and tax training. (Financial management training for elected representatives was provided only to 21 additional Paurashavas.)
Citizen participation	3.78	3.71	The implementation of training is at satisfactory level, judging from the fact that training participant evaluation by questionnaire is average over 3.5 out of 4.0 in full regarding the self-understanding and training satisfaction. It was observed that some training participants felt very difficult to answer the questionnaire in writing and it took much time in the previous training. The questionnaire is revised using symbols and pictures and the training evaluation by questionnaire becomes smoother and quicker than before.

(Notes) *1. 4: “Very understandable”; 3: “Understandable”; 2: “Not understandable”; 1: “Not understandable at all”

*2. 4: “Very good”; 3: “Good”; 2: “Bad”; 1: “Very bad”

(Coordination with NOBIDEP)

It was originally assumed that NOBIDEP would be carried out before this project and the various handbooks prepared for NOBIDEP would be effectively used for this project. In reality though, because this project began first, the direction of coordination between the two shifted to using the results of this project for NOBIDEP. Communications were frequently exchanged with the PD (Project Director) of the implementing agency, LGED for NOBIDEP to share information and promote coordination.

In the 3rd year, the target of the training concerning the financial training subjects for which pilot training had already been completed was expanded to all the Paurashavas covered by NOBIDEP (18 Paurashavas in total).

Output: Pilot training report.

(7) Support Paurashava's administrative activities

Original plan: Support administrative functions/services that administrative officials in the pilot Paurashavas carry out based on the above-described training. In two pilot Paurashavas covered by NOBIDEP, consult with the NOBIDEP consultant team to provide supplementary support for the improvement of core issues highlighted in the above-described strategy.

Points to keep in mind: This activity is carried out according to the “pilot activities” described in Article 8 of the TOR of consultants ‘Implementation policy and items to consider’. The following are specific examples of pilot activities. The pilot activities include three different types of activities: ‘A. training’; ‘B. training follow-up and practice support activities’; and ‘C. supplementary activities’. Because ‘A. training (draft)’ has been proposed in the above ‘(6) Conduct pilot training’, ‘B.’ and ‘C. (draft)’ are described below.

B. Follow-up of training and practice support activities

Support the stable implementation and establishment of training contents. For example, training instructors and experts will provide guidance and carry out monitoring concerned with the practice of contents learned from the training (formulation of a development plan, functionalisation of TLCC/WC, tax collection/assessment and infrastructure-related operations). Specifically, the following activities have been planned.

- Regarding the development plan, TLCC/WC, tax collection/assessment and infrastructure-related operations, all of which are prospective core functions, guidance by visiting will be provided after the training so that any Paurashava activities based on the training contents will lead to improvements in administrative services.

(1)

1) **Subject:** Development Plan
2) **Purpose:** Practical and regular use of basic knowledge and skills necessary for management of a self-governing body
3) **Implementing agency:** LGD (SPGP)
4) **Expert in charge:** Development Plan
5) **Period:** Aug. 2016 to Sep. 2017 (including periods for preparation and ex-post adjustment)
6) **Place:** Each Paurashava
7) **Number of days:** 10 to 20 days for each Paurashava; about 80 days in total
8) **Instructor:** SPGP consultants
9) **Participants:** Mayor, councillors, secretaries, engineering department managers, public health/cleaning department managers, et al.

(2)

1) **Subject:** Monitoring of Paurashava's activities
2) **Purpose:** Practical and regular use of basic knowledge and skills necessary for management of a self-governing body
3) **Implementing agency:** LGD (SPGP)
4) **Expert in charge:** Development plan
5) **Period:** January–September 2017 (including periods for preparation and ex-post adjustment)
6) **Place:** Each Paurashava
7) **Number of days:** 6 days for each Paurashava; about 30 days in total
8) **Instructor:** SPGP consultants
9) **Participants:** Mayor, councillors, secretaries, engineering department managers, TLCC members

(3)

1) **Subject:** Financial management (Budget formulation, Accounting, Tax collection, Tax assessment and Internal audit)
2) **Purpose:** Establishment of basics necessary for financial management of a self-governing body and check of issues concerning nationwide development
3) **Implementing agency:** LGD (SPGP)
4) **Expert in charge:** Financial Management
5) **Period:** Aug. 2016 to Sep. 2017 (including periods for preparation and ex-post adjustment)
6) **Place:** Each Paurashava (including additional Paurashavas)
7) **Number of days:** 5 to 15 days for each Paurashava; about 150 days in total
8) **Instructor:** SPGP consultants
9) **Participants:** Mayor, councillors, secretaries, accounting officials, tax assessment officials, tax collection officials

(4)

1) **Subject:** Citizen participation
2) **Purpose:** Promotion of practical and regular use of basic knowledge and skills related to the participation of citizens and activity status checks
3) **Implementing agency:** SPGP consultants
4) **Expert in charge:** Community Development

5) **Period:** Sep. 2016 to Mar. 2017 (periodic monitoring with an interval of about 3 months)
6) **Place:** Dhaka (by phone interviews with stakeholders)
7) **Number of days:** 3 times; about 1 week each time
8) **Participants:** Stakeholders in each pilot Paurashava

(5)
1) **Subject:** Masterplan Implementation, Streets, Drainage and Building control (depending on the progress status of comprehensive rules in Paurashava that LGD is preparing)
2) **Purpose:** Practical and regular use of basic knowledge and skills necessary for provision of services
3) **Implementing agency:** LGD (SPGP), LGED
4) **Expert in charge:** Community Development 2, Training Planning/Sensitization/Coordinator
5) **Period:** Dec. 2016 to Oct. 2017 (including periods for preparation and ex-post adjustment)
6) **Place:** Each Paurashava
7) **Number of days:** 4 to 5 days for each subject; about 75 to 100 days in total
8) **Instructor:** SPGP consultants
9) **Participants:** Mayor, SC chairperson, SC councillors, engineers, planners, inspectors, et al.

C. Other supplementary activities

After best practices are accumulated in each subject, the pilot Paurashavas will share the information at WG meetings.

Points to keep in mind: Analyse appropriately what effects arose or did not arise as a result of pilot activities, and reflect the analysis results in the report.

Result:

The activities in the third year are summarised as follows:

Training subject	Outline of pilot activities (Paurashava practical administrative activities)	Points to keep in mind and measures taken with regard to pilot activities
Development Plan	The SPGP team supported pilot Paurashavas in the preparation steps of a development plan. More specifically, the team assisted Paurashava officials in: analyzing the current development situation of the Paurashava; making a projection of their revenue; preparing a list of priority projects; compiling a draft development plan document; discussing it in a TLCC meeting and council meeting; and developing an annual implementation plan.	The SPGP team supported them in a way in which Paurashava officials work on each step of planning by themselves though their work was often delayed. For example, SPGP local staff prepared a sample of a document Paurashava officials were going to prepare rather than prepared the document itself for them. They also gave them advice from Dhaka over the phone when Paurashava officials were preparing some documents in the planning steps without SPGP staff's presence. The SPGP team also tried to minimize the impact of a long period of absence of the Japanese expert in the planning process after the terrorist attack in Dhaka. The

		support activities for the Paurashavas were continued seamlessly whilst the Japanese expert and SPGP local staff kept close communication through skype and phone. The Japanese expert also made speeches by skype in large gatherings the Paurashavas organize in the planning processes in an effort to raise the morale of elected representatives, many of whom found it difficult to keep the morale facing the fact that no investment from the project will follow.
Monitoring of Paurashava's activities	The SPGP team facilitated monitoring activities of standing committees and the council of pilot Paurashavas regarding tax collection, budget execution and development plan implementation. Specifically, the team assisted: 1) quarterly preparation by officers of a statement of tax collection, a statement of receipts and payments, and a monitoring sheet on implementation of the annual plan of the development plan; 2) examination by relevant standing committees of the progress of activities based on the documents prepared by officers and making recommendations to the council; and 3) discussion on standing committees' recommendations in the council meetings and related decision-making.	Because it had been assumed that councilors would have difficulties in understanding the documents prepared for monitoring, the SPGP team tried to achieve a small goal that is to have relevant standing committees regularly evaluate the progress of the Paurashava's activities based on reporting from officers and report the results to the council. At the same time, the team intended to gradually develop the capacity of councilors by providing advice to them during the standing committee meetings regarding what to check on the documents prepared by officers.
Financial management (budget, accounting, tax collection, tax assessment and internal auditing)	We monitored the budget monitoring, accounting, tax collection and tax assessment progress at pilot Paurashavas. If the progress was not sufficient, we provided additional OJT to such Paurashavas. As 3 pilot Paurashavas were planning to conduct re-assessment (which were normally conducted every 5 years), we supported them to organize tax assessment training for the staff members who were involved in tax assessments. As two purashavas prepared annual reports, we reviewed the reports and provided necessary supports and advices to such Paurashavas. We also reviewed the accounting and tax collection processes at 19 Paurashavas which received training in the 2nd year to examine the effects	Many pilot Paurashavas can conduct accounting and tax procedures well after the follow-up works conducted in 1st and 2nd years. From the 3rd year, we provided supports to the Paurashavas which had problems in the accounting and tax procedures. In the additional 19 Paurashavas, improvements in accounting and tax procedures were not observed, This would suggest that training does not easily improved the procedures at Paurashavs if follow-up works or OJT are not provided.

	of the training.	
Citizen participation	The situation of five (5) pilot Paurashavas are clearly dived into two groups; three (3) pilot Paurashavas have had a WC and TLCC meeting regularly and two (2) have been almost nil. This situation would not change for the meanwhile. It is presumed that the difference comes from the leadership and/or motivation of the Mayors.	The project has shown its high interest in the activities of pilot Paurashavas through the regular monitoring during the project period of time. In addition, a Japanese expert visited inactive pilot Paurashavas and had an opportunity directly to express our concern to them.
Masterplan Implementation, Streets and Drainage (Building control was postponed.)	The follow-up activities started in 1 to 2 months after the training of each subject conducted, e.g. started for Master Plan Implementation in July 2017, for Street Development in August 2017, and for Drainage Development in September 2017. The follow-up activity for Building Control was canceled. For 3 subjects above, feedback for Handbooks were collected in the follow-up activities since no actual work started in the Paurashavas.	Since Japanese Experts' mobilization was restricted, the Experts and Project Consultants advised Paurashava Engineers by telephone and Skype as remote follow-up activity. Also other options not actually to visit Paurashavas e.g. to collect feedback from Paurashava officials when they were available in Dhaka, were considered and conducted.

Output: Report on pilot activities, minutes of WG meetings (No minutes because of no holding WG meetings).

(8) Identify good practices

Original plan: If good practices are gained from the above-described support for practical activities or if there are good practices concerning core issues in Paurashava other than the pilot Paurashavas, gather and accumulate such cases.

Points to keep in mind: Attention should be paid to follow-up activities so that good practices can be collected from each Paurashava. To increase the reproducibility of a good practice, ensure that each training result in a good practice being formed. Use the record format for excellent cases prepared in the second year for the formation of these good practices. For example, good practice related to civil participation should be monitored through minutes prepared at WC/TLCC meetings. If there is an activity worthy of mention, collect additional information. If collected information is useful for other Paurashavas, enter it into the record format for excellent cases and add it to the handbook or the like from time to time.

Result: From the first year, training in several financial subjects was held and each Paurashava carried out follow-up activities. As a result, many pilot Paurashavas have begun to tackle tax collection positively and showed an increase in the tax collection rate. In addition, there will be cases where the tax amount to be claimed will increase from the year of 2017–2018 because tax assessment (which is carried out every five years) is carried out properly. This is not only because the training resulted in proper and efficient tax collection and assessment but also because the mayors and councillors have understood the need to collect taxes properly and have been motivated to collect taxes positively. They understand the need to collect taxes as a result of not only taking financial training but also development plan training, participating in discussions, and making financial predictions and a plan.

In some Paurashavas, because the mayors and councillors became able to monitor accounting and budgeting, they became able to restrict expenditures or use collected taxes to maintain the infrastructure (in addition to personnel expenses).

WC/TLCC activities have become the opportunities where mayors and councillors deliver the necessity to pay tax to general citizens directly and also Paurashavas make the activities related to tax collection well known. The training on citizen participation also conducts the discussion on tax and improvement of administrative services which would have contributed to the increase of tax collection rates. (This practice is presented as box column in the operational manual of citizen participation.)

Output: Collected file of good practices

(9) Share identified good practices with other Paurashavas

Original plan: Good practices accumulated during the phase of needs analysis and strategy drafting or as described above will be shared with Paurashava all over the country.

Points to keep in mind: After a good practice is confirmed by each Paurashava, as described in (7) above, the good practice should be shared between all the pilot Paurashavas by using WG meetings or the like. In addition, as described in (8), thinking that good practices are produced during daily operations, which are an extension of training, accumulate such good practices as training material and share the information on them when training is held all over the country. Before that, send and share the information with the mayors all over the country through seminars on the gist of this strategy. This seminar will serve as a kick-off meeting for the realisation of each Paurashava’s strategy. A ‘seminar for sharing results’ is also planned to be held as the final WG meeting in this technical project.

Result: Because the main aim of WG meetings is to formulate strategy, no WG meetings were held in the third year, by which time the strategy was formulated. However, because workshops were held three times to prepare the Paurashava Action Plan, inviting the mayors and secretaries of the pilot Paurashavas, even when experts were prohibited from entering the country, the participants shared information about matters which they regarded as good practices. In addition, from the beginning of the third year, information and photos from the training were shared about three times a month through the project's Facebook page. As described in (8) above, the best practices collected during routine operations in each Paurashava after the pilot training are planned to be accumulated as training material and the information on good practices will be shared when the training is held all over the country. In August 2017, the gist of this strategy is planned to be sent and shared with the mayors all over the country through seminars.

Output: WG meeting minutes (No minutes), seminars (planned), open information on the Internet, etc.

(10) Support the terminal evaluation of the project

Original plan: Arrange and provide the materials necessary for Terminal Evaluation, which is to be conducted around June 2017 and support JICA's evaluation. In addition, if JICA conducts a survey on management guidance, provide the necessary support.

Points to keep in mind: Pay attention to the matters described in Article 8 of the TOR of consultants 'Implementation policy and items to consider'. Regarding the basic materials for evaluation surveys, use daily monitoring materials effectively. At this point in time, conduct an impact survey (resident satisfaction survey). Basically, conduct an impact survey in the same way as the baseline survey. Check the impact based on the results of both surveys. The gist of the impact survey is as follows:

1) **Purpose:** To examine the effect of support (follow-up of training and administrative activities) for Paurashavas under this project, conduct a resident satisfaction survey to compare residents' satisfaction with administrative services before and after the project support in seven pilot Paurashavas and in three Paurashava to which support has not been given. Use the results of the resident satisfaction survey conducted at the time of the baseline survey in the first year as data on residents' satisfaction before the provision of support.
2) **Surveying agency:** It is assumed that the candidates for subcontractors are the following agencies, which have already conducted similar surveys on Paurashava's administrative capabilities and residents' satisfaction with administrative services: NILG, CPD, PPRC, Transparency International Bangladesh (TIB), etc.
3) **Survey period:** March–May 2017
4) **Survey policy:** Use effectively the know-how accumulated from the resident satisfaction survey conducted in the first year. In principle, the survey items, target Paurashavas and target people should be the same as those for the previous survey.
5) **Survey method:** Interview residents using the same questionnaire as that for the previous survey.

6) **Survey target, number of samples:** Residents (1 Paurashava × 70 households)
7) **Output:** Report on the resident satisfaction survey in 10 Paurashavas and data set
(Note) Because residents' satisfaction is used for the impact survey, the impact cannot be accurately measured.

Result: The project team assisted Terminal evaluation Mission, which stayed from 9th to 21st of September, in conducting evaluation research.

According to an interim review, the indicators for Result 3 were changed to indicators concerned with the improvement of Paurashava personnel's work instead of residents' satisfaction. In addition, if, as in the case of the baseline survey, the interviews were conducted concerning residents' satisfaction with various functions under the Paurashava Act, which focuses on the development of infrastructure, it is difficult to gain correlative data, because the project activities so far have focused on training in financial matters and the development plan. Taking these matters into consideration, we decided not to conduct a resident satisfaction survey (impact survey). The new end-line survey aims to identify how the mayor, the councillors, the government employees and the TLCC members responded to an improvement (or a worsening) in the indicators of Output 3 in the six fields specified in these indicators – budgeting, accounting, tax collection, taxation, citizen participation and development plan – and what factors mainly facilitated their response.

The results of the end-line survey were summarized as follows.

1) Target Paurashavas

Five Paurashavas (Two NOBIDEP Paurashavas were excluded out of seven Pilot Paurashavas.)

2) Target interviewees

Total 88 people: Five mayors, 58 councilors and 25 engineers and officials, who have received SPGP trainings

3) Survey team

The team leader is the associate professor at Dhaka university who was engaged in the base-line survey. Other members are two local consultants from SPGP project, one database administrator, and four enumerators. The total number of the team is eight people. Japanese expert (Strengthening Paurashavas Governance Strategy 1) is responsible for planning of a survey design, progress management of the survey, and completing the final report.

4) Schedule and main tasks

- March to May 2017: Planning a survey design
- May to June 2017: Recruitment of surveyors and preparation of questionnaires

- June to July 2017: Visits on Paurashavas and conducting a questionnaire survey
- July to August 2017: Rounding up results and submission of the report as a reference document for a terminal evaluation

5) Structure of the survey report

The end-line survey mainly consists of three parts: (1) Comparison of results by 14 indicators in the six areas of intervention between in base-line survey (as of 2014) and in end-line survey (as of June 30, 2017); (2) Analysis of mayors' and other's behaviors to improve results by indicators based on aggregated data in 5 Paurashavas: and (3) Compiled part of survey results of individual Paurashavas

6) Research results

a. Results by indicators

Four-level measurement is set up for 14 indicators in six areas of intervention (three-level measurement only for indicator 5-1). The results of comparison between 2014 and 2017 are shown in the following table. The overview is that the average in 2017 is more than the average in 2014 in all the Paurashavas. In total, the average in 2014 is 1.8, whereas the average in 2017 is 3.3. Looking at results by each indicator, all the Paurashavas attained level 4 in indicator 1-1: Preparation of a budget document following rules and regulations and indicator 2-2: Monthly checking (of cashbook). Four Paurashavas out of five Paurashavas have achieved level 4 in indicator 4-2: Increase in the total and average demand amount and indicator 6-1: Preparation of development plans in line with the operational handbook.

Table: Comparison of results by 14 indicators in the six areas of intervention described in output 3 on the PDM between in the base-line survey (as of 2014) and in the end-line survey (as of June 30, 2017)

Areas of Intervention	Objectively Verifiable Indicators		Shaikupa		Sengachar		Bakerganj		Atgharia		Kanaighat		Average	
			2014	2017	2014	2017	2014	2017	2014	2017	2014	2017	2014	2017
3-a. Budget formulation	1-1	Preparation of a budget document following rules and regulations	4	4	2	4	1	4	1	4	3	4	2.2	4
	1-2	Timely submission of a budget document	3	3	3	3	3	4	3	3	1	3	2.6	3.2
3-b. Accounting and monitoring	2-1	Timely entry of accounting data and daily	4	4	2	4	1	2	3	4	1	2	2.2	3.2
	2-2	Monthly checking (of cashbook)	4	4	4	4	2	4	4	4	1	4	3	4
	2-3	Monthly budget monitoring	3	3	1	3	1	3	1	3	1	4	1.4	3.2
3-c. Tax collection	3-1	Improvement in tax collection efficiency	2	4	1	3	1	4	1	3	1	2	1.2	3.2
	3-2	Timely preparation of demand and collection register	1	4	1	2	1	3	3	4	1	1	1.4	2.8
	3-3	Monitoring of tax collection amount	1	4	1	2	3	4	1	4	1	2	1.4	3.2
3-d. Tax assessment	4-1	Implementation of timely re-assessment	4	4	1	N/A	4	4	1	1	3	4	2.6	3.3
	4-2	Increase in the total and average demand amount	N/A	4	1	N/A	4	4	N/A	4	N/A	4	2.5	4
3-e. Citizen participation	5-1	Formal establishment of TLCC and WCs	3	3	3	3	3	3	3	3	3	3	3	3
	5-2	Frequency of TLCC and WC meetings	1	2	1	2	1	3	1	2	1	3	1	2.4
	5-3	Quality of Meeting Minutes (M/M)	1	2	0 (1) *1	3	1	4	1	4	1	3	0.8	3.2
3-f. Development planning	6-1	Preparation of development plans in line with the operational handbook	1	4	0 (1) *1	4	0 (1) *1	4	1	2	1	4	0.6	3.6
Average			2.5	3.5	1.5	3.1	1.9	3.6	1.8	3.2	1.5	3.1	1.8	3.3

*1: Level 0 means that a result does not reach to level 1.

b. Analysis based on aggregated data

Analysis based on aggregated data consists of four parts as follows.

(1) Analysis of behaviors of mayors, councilors, secretaries, engineers, and officials for improvement in results by 14 indicators on the PDM

(2-1) Analysis of effectiveness of each factor (intervention) to promote their behaviors

(2-2) Analysis of indicators influenced by each factor (intervention)

(3) Overview of effectiveness of SPGP interventions based on the survey team's observation

Results of analysis (1) and (2-1) regarding indicator 1-1 and indicator 6-1 are shown as follows (see "End-line Survey Report" in detail).

Indicator 1-1: Preparation of a budget document following rules and regulations

(1) Analysis of behaviors of mayors, councilors, secretaries, engineers, and officials for improvement in results by 14 indicators on the PDM

All the Paurashavas have achieved high level (ranging from level 1 to level 4 as highest). As behaviors to improve this indicator, the officials, particularly, secretaries are preparing budget documents completely following the operational handbook provided by SPGP project. The mayors of all the Paurashavas have instructed the concerned officials to prepare budget following all the rules and regulations. Thus, it is found that the operational handbook developed by SPGP project becomes a guide to formulate budget and the mayors who have received SPGP trainings have played important roles.

(2-1) Analysis of effectiveness of each factor (intervention) to promote behaviors in above (1)

It is examined what intervention or factor promoted behaviors in above (1) among SPGP interventions such as training course and other factors. Top three interventions and factor among answers are as follows.

1. To receive SPGP training course and put those knowledges into practice (81.82%)
2. To receive a variety of supports from SPGP consultants after training (61.36%)
3. To receive encouragement or guidance from mayors, secretaries and so on (48.86%)

Indicator6-1: Preparation of development plans in line with the operational handbook

(1) Analysis of behaviors of mayors, councilors, secretaries, engineers, and officials for improvement in results by 14 indicators on the PDM

Four Paurashavas have achieved high level (level 4). It means that draft development plans are approved in the Council of each pilot Paurashava and submitted to the Ministry for approval. One Paurashava is preparing (staying at level 2).

As behaviors to achieve results of the indicator, the mayors of all the Paurashavas have initiated the development plans and instructed the concerned officials, especially the engineers and the secretaries to prepare it with the help of SPGP consultants. The councilors arranged meetings and helped select schemes based on priority by discussing the local people.

(2-1) Analysis of effectiveness of each factor (intervention) to promote behaviors in above (1)
Top three interventions are as follows.

1. To receive SPGP training course and put those knowledges into practice (95.45%)
2. To receive a variety of supports from SPGP consultants after training (89.77%)
3. To use an operation handbook provided by SPGP (78.41%)

In the survey, (2-2) analysis of indicators influenced by each factor (intervention) was made. For example, it is examined which indicators are affected most by the factor: To receive SPGP training course and put those knowledges into practice as a factor to promote behaviors. Top three indicators are as follows.

1. Indicator 6-1: Preparation of development plans in line with the operational handbook (95.45%)
2. Indicator 5-2: Frequency of TLCC and WC meetings (94.32%)
3. Indicator 5-1: Formal establishment of TLCC and WCs (89.77%)

Output: End-line survey report

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

Original plan: Provide training for Paurashava mayors in the same way as the second year. When providing the training, consult with JICA and provide support, such as providing the counterpart agency with advice on the selection of candidates, the contents of training and how to carry out coordination. In addition, cooperate in the preparation of a questionnaire on training requests and application forms for the acceptance of trainees, establishing curricula and accepting matters other than those handled by JICA.

Points to keep in mind: The following is a summary plan of this training:

Third year: Plan for training in Japan for Paurashava mayors

1) **Theme:** Learning about administrative mechanisms and the management of local governments in Japan
2) **Purpose:** Provide training at local governments in Japan to the mayors of the Paurashavas covered by the Strengthening Pourashava Governance Project in order to establish a base from which to strengthen their service performance capacity which will improve administrative services in Paurashavas, the purpose of this project.
3) **Number of participants:** 30 (several staff members of LGD and Paurashava mayors)
4) **Method for selecting participants:** Consult with JICA and provide support, such as providing the counterpart agency with advice on the selection of candidates, the contents of training and how to carry out coordination.
5) **Cooperative agency:** Shizuoka University, Shizuoka Prefecture, Shizuoka City, etc.
6) **Instructor:** University professors, city government employees, the Japanese expert for this technical project (Chief Advisor)
7) **Number of days:** July 2017 (7 days)
8) **Place:** Shizuoka University, Shizuoka City, etc.
9) **Contents:** It is assumed that the training contains the following items.

1. Mechanisms of local administration (role sharing between central, prefectural and city governments; specific roles of the cities)
2. Local administration and finance (city's comprehensive plan, present state of budget planning and execution)
3. Cooperation between administration and other sectors (residents' participation; cooperation with companies)
4. Environmental administration (examples of city's waste disposal efforts)
5. City's disaster prevention plans
6. Efforts to revitalise towns and villages
7. Explanations and exchange of opinions about "strategies for strengthening administrative capacity in Paurashava (plan)"

Result: Training was conducted to 4 LGD officials including Additional Secretary and 26 Paurashava mayors who stayed from July 23 to 29. The training content is the same as above in the box. Overall satisfaction of trainees is strong. With regard to achievement of training purpose (measured in 4 grades and 4 is highest mark) 14 trainees out of 30 selected "4" and 16 trainees selected "3". In individual evaluation of each activity as well, highest mark of 5 was selected by vast majority. It is also noteworthy that trainees well understood and agreed on the content of National Strategy on Paurashava.

Output: Report on training in Japan

(12) Formulate the project completion report

Original plan: Summarise all activities during the whole contract period into a project completion report.

Points to keep in mind: Abide by the guidelines on the preparation of written instructions.

Result: Project completion report was not formulated, as the project period was extended.

Output: n.a.

The following activities were carried out as common matters throughout the contract period:

(1) Preparation of a work plan

A work plan that specified the basic policy for activities in the third year and the specific methods was prepared and submitted in August 2016.

(2) Periodic monitoring

The Project Implementation Committee (PIC) held a meeting on 15 April 2017. Many related agencies shared the progress status of this project, its issues and output, and discussed how to deal with the issues. In addition, a progress report (in English) was submitted to JICA and LGD every quarter and the progress status was checked in writing.

(3) Preparation of a project progress report

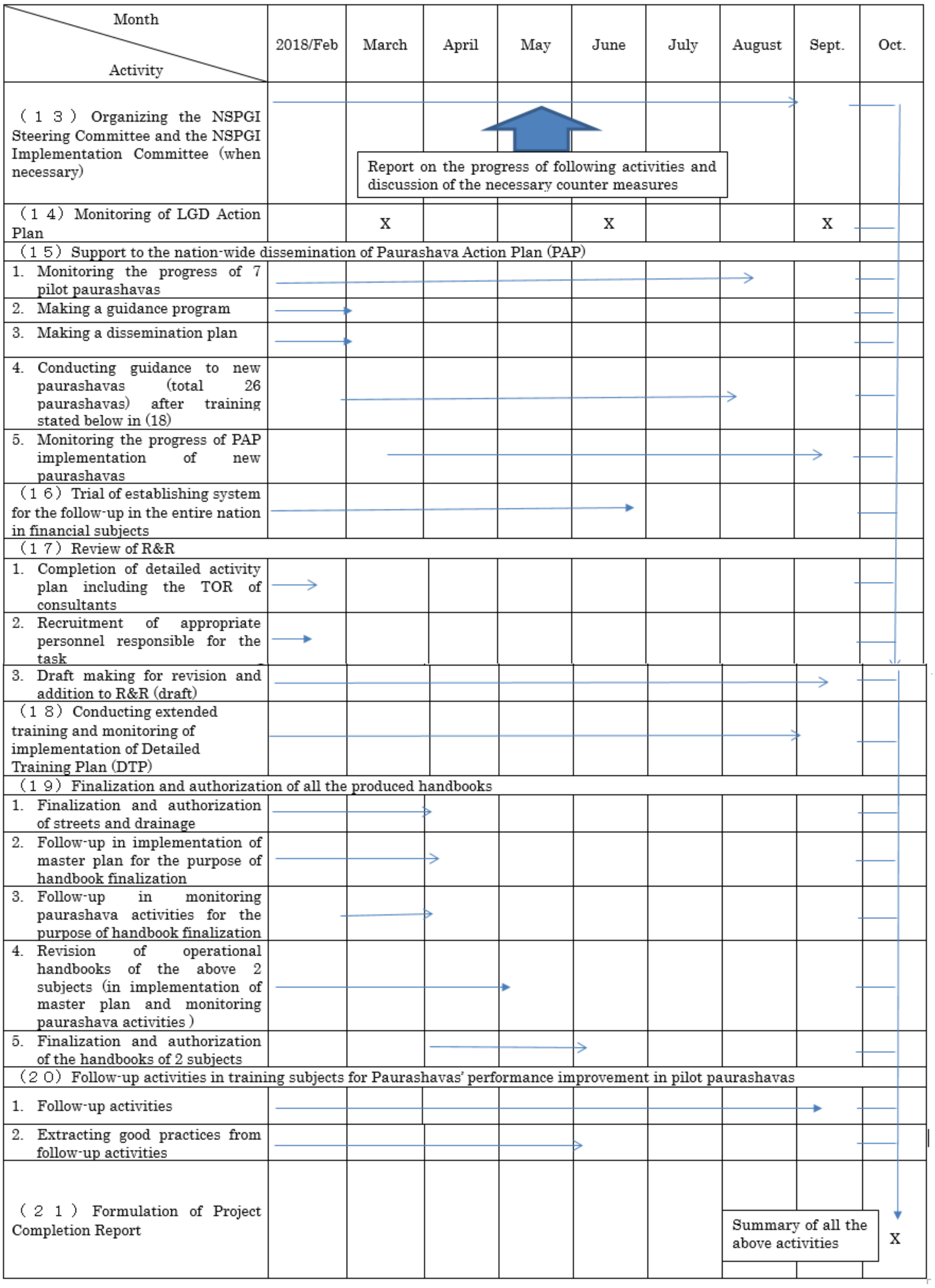
The status of activities was summarised at the end of the budget year in Bangladesh and a project progress report was prepared.

In addition, the project coordinator carried out timely accounting and general affairs related to the whole project according to JICA rules without any problem, using national staff.

Regarding the project implementation system, although it has been assumed that the Bangladeshi project team consists of three members – the Project Director (PD), the Project Manager (PM) and the Assistant Project Manager (APM) – the PM has not been assigned in the third year as in the first and second years.

2.4 Third Year Extension Period: February 2018~ October 2018

The flow chart of expected activities of the 3rd contract year: extension period is presented as follows.



Month / Activity	2018/Feb	March	April	May	June	July	August	Sept.	Oct.
（１３）Organizing the NSPGI Steering Committee and the NSPGI Implementation Committee (when necessary)	→	→ Report on the progress of following activities and discussion of the necessary counter measures	→	→	→	→	→		→
（１４）Monitoring of LGD Action Plan		X			X			X	→
（１５）Support to the nation-wide dissemination of Paurashava Action Plan (PAP)									
1. Monitoring the progress of 7 pilot paurashavas	→	→	→	→	→	→	→		→
2. Making a guidance program	→								→
3. Making a dissemination plan	→								→
4. Conducting guidance to new paurashavas (total 26 paurashavas) after training stated below in (18)		→	→	→	→	→	→		→
5. Monitoring the progress of PAP implementation of new paurashavas		→	→	→	→	→	→	→	→
（１６）Trial of establishing system for the follow-up in the entire nation in financial subjects	→	→	→	→	→				→
（１７）Review of R&R									
1. Completion of detailed activity plan including the TOR of consultants	→								→
2. Recruitment of appropriate personnel responsible for the task	→								→
3. Draft making for revision and addition to R&R (draft)	→	→	→	→	→	→	→	→	→
（１８）Conducting extended training and monitoring of implementation of Detailed Training Plan (DTP)	→	→	→	→	→	→	→	→	→
（１９）Finalization and authorization of all the produced handbooks									
1. Finalization and authorization of streets and drainage	→	→							→
2. Follow-up in implementation of master plan for the purpose of handbook finalization	→	→							→
3. Follow-up in monitoring paurashava activities for the purpose of handbook finalization		→							→
4. Revision of operational handbooks of the above 2 subjects (in implementation of master plan and monitoring paurashava activities)	→	→	→						→
5. Finalization and authorization of the handbooks of 2 subjects			→	→					→
（２０）Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas									
1. Follow-up activities	→	→	→	→	→	→	→	→	→
2. Extracting good practices from follow-up activities	→	→	→	→					→
（２１）Formulation of Project Completion Report							Summary of all the above activities		X

Summary of progress: Because of the accident which occurred right after the beginning of the third year, the dispatch of Japanese experts was suspended up to the end of the year 2016. Consequently, at the terminal evaluation conducted in September 2017, some pending issues were identified. In addition, in order to secure the realization of Project Purpose, some modifications of output indicators and the activity items were conducted. Based on such situation, it was agreed by JICA that 9 months extension of the project was necessary.

As a whole delayed activities were conducted as follows and the purpose of the extension was satisfied.

- Completion of operational manuals for Paurashava and approval
- Approval of Detailed Training Plan (DTP)
- Approval of manuals related to Paurashava Action Plan including monitoring (prospect)

[The extended contract period for the third year: nine months from March to November 2018 assumed (For implementation of strategy)]

(13) Organizing the NSPGI Steering Committee and the NSPGI Implementation Committee (when necessary)

Original plan: For effective implementation of the strategy, the NSPGI Steering Committee and the NSPGI Implementation Committee hold meetings on an as-needed basis.

Points to note: Meetings should be held at an appropriate time for facilitating activities to achieve targets of the strategy.

Output: Meeting minutes (included in Annex to the Report)

Results: The Committees held the following meetings.

Meeting	Date	Conclusions (outline)
1st NSPGI Steering Committee meeting	January 14, 2018	Reports were given on the status of the preparation of the strategy and the progress of activities for carrying out the strategy, and the reported information was confirmed.
1st NSPGI Implementation Committee meeting	February 22, 2018	Reports were given on the progress of action plans, and the Detailed Training Plans (NILG and LGED) were discussed. (The discussions were to be continued because no approval was obtained.)
2nd NSPGI Implementation Committee meeting	May 23, 2018	The Committee reviewed the draft of revised Detailed Training Plans. The

		Additional Secretary (AS), in the chair, asking for integrated information on the budget for the two plans, suggested, as the course they should take, that they be referred to the NSPGI Steering Committee based on the information.
2nd NSPGI Steering Committee meeting	July 23, 2018	The Detailed Training Plans and the Operational Handbooks (12 volumes for 10 subjects) were approved.
3rd NSPGI Implementation Committee meeting	September 2018 (plan)	PAP Manual and "Manual on Implementation and monitoring of NSPGI" will be discussed.

(14) Monitoring of LGD Action Plan

Original plan: Progress of the action plan for the implementing agency (LGD) must be monitored on a regular basis (roughly every three months).

Points to note: The format for the action plan must have a space on it where monitors should write their findings.

The LGD action plan contains four activities below:

1) Financial support from the government for Paurashavas;
2) Promotion of the Paurashava Development Plan;
3) Development of rules and regulations for Paurashavas; and
4) Improvement of evaluation and monitoring of Paurashavas;

This project specifically provides direct support for the latter three activities. Support for 2) and 4) is offered in the form of development of Operational Handbooks and provision of pilot training. 3) is covered by Activity (17), mentioned later.

Output: Records of monitoring mentioned above. (See "Results" below.)

Results: Below are results achieved as of August 2018.

1) Financial support from the government for Paurashavas: ADP amounts in each category of Paurashavas (disbursed or to be disbursed) are shown below and there is a certain increase from the fiscal year 2017-18 to the year 2018-19.

Unit: million taka

Category	Fiscal year: 2017-2018	Fiscal year: 2018-2019
A	7.2	7.7
B	6.4	7.1
C	6.0	6.8

2) Promotion of the Paurashava Development Plan: With the support provided under this project, as mentioned above, the activities to be completed in FY2017 (production of relevant Operational Handbooks, approval of the Handbooks, development of training lecturers, and provision of extended training) are almost on course.

3) Development of rules and regulations for Paurashavas: The activities to be implemented in FY2017 (confirmation of detailed regulations to be reviewed) have been completed. Part of the activities to be implemented in FY2018 (drafting of detailed regulations to be reviewed) is also progressing smoothly.

4) Improvement of evaluation and monitoring of Paurashavas: The activities to be implemented in FY2017 (production of relevant Operational Handbooks and approval of the Handbooks) have been completed. Part of the activities to be implemented in FY2018 (provision of extended training) is also progressing smoothly.

(15) Support to the nation-wide dissemination of Paurasahva Action Plan Support (PAP)

Original plan: In this section, the activities detailed below will be conducted.

- Monitoring the progress of Paurashava Action Plans (PAPs) of seven pilot Paurashavas
- Making a guidance program to disseminate for Paurashavas other than pilot Paurashavas (other Paurashavas)
- Making a dissemination plan of PAPs for other Paurashavas
- Conducting guidance to new Paurashavas (total 26 Paurashavas)*
- Monitoring the progress of PAP implementation for new Paurashavas (including the identification of future responsible monitoring organization/section)

*Note: Based on discussions with the LGD, in addition to pilot Paurashavas, new 26 Paurashavas, whose Mayors and Councilors had participated in training course for Mayors in 2017, were selected as targets for nationwide activities during an extended period. The number of target Paurashavas differs according to the subject of trainings.

Points to note : To take an advantage of experience from proceeding seven pilot Paurashavas fully, make a dissemination plan of PAPs for other Paurashavas, and provide guidance for new Paurashavas.

To establish a system that the government of Bangladesh can disseminate PAPs nationwide by itself in the future for sustainability after this project terminate.

To pay attention so that through discussions with Monitoring, Inspection and Evaluation (MIE) Wing of LDG, PAPs which the Project have supported will complement and strengthen normal monitoring activities to Paurashava by LGD MIE Wing. (Performance assessment should be taken into consideration as well.)

Output ：PAPs of seven pilot Paurashavas and new Paurashavas (including results)

Results: The progress of the PAPs of seven pilot Paurashavas has been monitored. Based on lessons from practices of 7 Pilot Paurashavas, the formats have been revised and the Manual on Paurashava Action Plan has been developed. A plan to disseminate PAPs in Paurashavas non-pilot Paurashavas (other Paurashavas) and a guidance program were prepared. Based on the plan and program, the PAP guidance on revenue and budgeting was provided for new 26 Paurashavas in March 2018 (23 Paurashavas) and in April 2018 (3 Paurashavas). The PAP guidance on development plan was given to 13 Paurashavas in June 2018 and to 13 Paurashavas in August 2018.

(16) Trial of establishing system for the follow-up in the entire nation in financial subjects

Original plan: As in the financial management subject, “expanded training” was completed before the end of original project period, we try to establish follow-up system in this subject by which follow-up activities are carried out only by the efforts of Bangladesh side, in addition to the execution of the follow-up works.

Points to note: As there are many Paurashavas (45 Paurashavas) received expanded training, we are to carry out follow-up activities in a different way, from the follow-up activities at pilot Paurashavas. In construction of the follow-up system, we are to find the most cost – efficient framework in which related governmental organizations can easily join, in order to secure the sustainability.

Output: Follow-up report（To be included in the annex of the report）

Results: We conducted follow-up activities in budget formulation, accounting, tax collection and tax assessment at Paurashavas which are located near pilot Paurashavas through field visits and telephone calls. Secretaries and tax collectors of pilot Paurashavas also participated in such field visits as key informants, so that surrounding Paurashavas can seek supports by such pilot Paurashavas even after the completion of the project.

In addition, we provided financial management training to DDLGs (Deputy Directors of Local Government) who are responsible for the monitoring of Paurashava activities, so that DDLGs can provide technical supports to parashavas in budget, accounting and tax area and also that they can monitor the activities of Paurashavas. The training was implemented in three batches in August and September 2018.

We also planned to conduct "study meeting" in which pilot Paurashavas and neighboring Paurashavas voluntarily exchange information and improve their skills. During the process of discussion with LGD, however, this approach was not recognized as effective and the plan was not put into practice.

(17) Review of R&R

Original plan: For amending detailed regulations, part of "(14) LGD action plan," based on activities conducted during the original project period (selection of high-priority detailed regulations), TOR will be prepared for resource persons (consultants) responsible for amendments and additions to the detailed regulations, before designating and using appropriate resource persons to propose amendments and additions to high-priority detailed regulations. In November 2017, LGD and the mayors of Paurashavas met and confirmed 45 items of the detailed regulations to be possibly amended. This review will be conducted to amend as many of them as possible within the budget and time available.

Points to note: Because it will take a very long time before detailed regulations are approved and issued, in principle, the review work should be completed up to the preparation of the final draft as an attainment target. As part of "Project for Capacity Development of City Corporations", another initiative JICA is carrying out, similar work is underway. Information should be shared with parties concerned with the project and other related programs for necessary cooperation and coordination.

Output: Proposed amendments to detailed regulations

Results: After a detailed action plan has been prepared, four local consultants worked on it. The work made progress almost as planned. As of August 30, amendments have been drafted for 23 of the 26 items of the detailed regulations to be amended during the extended period. Total 26 items of revised R&Rs will be formulated by the end of project period. 45 items which were originally regarded as candidates for revision are listed as follows.

1.List of Rules and Regulations (26 items mentioned above)

No.	Subject
1	Form and manner in which budget shall be prepared; manner in which budget shall be presented to, and considered and sanctioned by, the Paurashava; manner in which budget session of the Paurashava may be convened and held; manner in which budget may be revised.
2	Form and manner, in which accounts shall be kept, maintained and audited, preparation, examination, certification and publication of monthly and annual accounts.
3	Provident fund & gratuity of Paurashava officers and employees
4	Custody, investment, operation and application of Paurashava fund; establishment and maintenance of sinking funds and other special funds.
5	Manner in which the liability of any person for any loss, waste or misapplication of the funds and property of the Paurashava may be determined.
6	Registration, verification and stock-taking of property and maintenance of maps and drawings thereof.
7	Providing license for rentable non-motorized vehicles, their drivers or the parsons and animals used for running the vehicle; inspecting places where such vehicles and animals are kept; arranging stands and regulation for use and offences related to such vehicles.
8	Method of inspection of Paurashava and power of officer for inspection.
9	Establishment of Town-level Committee to exchange views with citizens of Paura area and its Terms of Reference.
10	Code of conduct on relationship between elected representatives and officers & employees of Paurashava.
11	Privileges, duties and responsibilities of Female Councilors (reserve seat).
12	Terms and condition of service of Chief Executive Officer.
13	Establishment of division & section defining responsibility of different division and section.
14	Calling meeting, Recording proceedings of the meeting & Implementation of meeting's decision
15	Operation and management of public market.
16	Offences and punishment under Paurashava act, 2009
17	Preparation, demonstration and execution of Citizen Charter of Paurashava.
18	Custody, use and demonstration of files records, etc. of Paurashava functions in prescribed manner.
19	Signing of Paurashava contract registration and execution procedure.
20	Property, manpower and liabilities of Union Parishad partly/fully included within Paurashava area.
21	Paurashava water supply
22	Approval of license and grant of permission, procedure of registration and inspection; license, approval, permission form and fees.
23	Inspection of land & household; disposal of waste By household owners; construction, maintenance and supervision of public & private toilets & urinals; information about roles & responsibilities of general people about health management and providing license of

	sweepers at private sector for the purpose of health management.
24	Control, restrain and removal of illegal occupancy.
25	Control of erection or re-creation of a building, inspection of a building and demolishing un-approved construction work; offences related to erection or re-erection; fees for erection or re-erection of buildings.
26	Control on slaughtering animals at slaughterhouse; testing animals and meat respectively before and after slaughtering; destroy or dispose meat in other way if the same is found unfit for human to eat; prohibit, selling of meat other than the meat from slaughterhouse and destroy such meat or dispose using different means; control transportation of meat from slaughterhouse; inspection of unauthorized place of slaughtering and seize the animals and meat of such unauthorized place.

2. List of remaining 19 rules out of 45 identified in the workshop held at LGD (which were considered to be relatively lower in priority and urgency when compared to the 26 items above.)

Note: Since 26 items reviewed above were narrowed in consideration of the project period and budget, some items with * in the table below were selected as the recommended ones to be revised or newly framed by LGD in the near future in light of the priority relatively.

No.	Subject
1	Recruitment & discipline of Paurashava officers and employees.
2	Birth and death registration.
3	Paurashava organizational structure (Organogram)
4	Registration of contractors; fees to be charged for such registration; security deposit to be made by contactors and conditions for forfeiture of such deposit.
5	Determination of rights and responsibilities of Mayor and Councilors.
6*	Coordinated development through involvement of citizens of Paura area.
7*	Arrangement of the public and private fairs and festivals; providing license for stalls and places for shows and amusements in such kind of fair and license for private fairs.
8*	Increasing the facilities of recreation, amusements and cultural programs for general people; providing license of places and courtyards for such recreation, amusements & cultural programs; and controlling behaviors of the people of such place of recreation and amusement.
9*	Control of harmful trades and stoking & preserving objectionable and dangerous products.
10*	Control, restrain and removal of illegal occupancy.
11*	Offences and punishment under Paurashava act, 2009
12*	Conducting Paurashava functions
13	Formation of sub-committee and joint committee.
14*	Authorization of power to Mayor and Councilors from Paurashava Parishad.
15*	Transfer of authority of Mayor to any officer of Paurashava.
16*	Forms and procedures related to preparation of annual report of Paurashava.
17*	Financing, implementation, operation and maintenance under partnership contract agreement with government or private organization.
18	Rights to obtain information related to Paurashava.
19	a) Establishment and control of relationship between Paurashavas and local councils and other local authorities; b) Co-ordination among functions of Paurashava and Government Department; c) Payment to Paurashava including financial support; d) Contribution/ subscription by one Paurashava to another Paurashava or any other local Government authorities; and

	e) Standing order of the Government related to general guidance to Paurashava to fulfill the requirement of this Act.

(18) Conducting extended training and monitoring of implementation of Detailed Training Plan (DTP)

Original plan: Support will be provided for training activities for 2017/2018 as stated in the Detailed Training Plans for NILG and LGED (2017/2018–2023/2024). The progress will be monitored. These activities will also offer OJT opportunities for developing in-house training lecturers who should work for organizations when they hold seminars nationwide in the future. This project will offer the following training activities:

- Monitoring of Paurashava activities (No. of Paurashavas: 26)
- Citizen Participation (No. of Paurashavas: 22)
- Development Plan (No. of Paurashavas: 15)
- Masterplan implementation (No. of Paurashavas: 3*)

* This activity will be offered to only a small number of Paurashavas because it is more of a pilot training program (designed for larger-scale Paurashavas) than an extended training course.

- Streets (No. of Paurashavas: 15)
- Drainage (No. of Paurashavas: 15)

The Detailed Training Plans for NILG and LGED will be continued to be implemented after the completion of this project. They must be given necessary support especially for acquiring budgets for 2018/2019.

Points to note: Each partner organization (NILG and LGED) should pick out some three lecturers per subject with potential for assuming a central role and work to develop their capabilities. When necessary for providing support for acquiring budgets, alternations to the current format for Detailed Training Plans should be considered.

Output: Training reports, monitoring reports, and appraisal tables for training lecturers.

Results: The progress of the extended training programs is detailed in the table below.

Training subjects	Time and outline of conducted training	Challenges and solutions in conducting training
Monitoring of Paurashava's activities	July and August, 2018 (2 days x 4 batches) - Venue: NILG - Trainers: 10 NILG faculty members (2 members as main trainers and 4 members	A meeting to confirm the responsibility of each trainer in the training and provide some advice to NILG trainers from the SPGP team was held before the training of each batch.

	as groupwork facilitators per batch, supported by 2 SPGP local staff) - Trainees: 110 persons (Mayors, Chairmen of three concerned standing committees, Secretaries and heads of the Engineering Division)	Though NILG trainers were given the leading role throughout the training, SPGP local staff supplemented their work particularly on commenting exercise outputs, which is very important in this training, in order to facilitate the understanding of trainees as well as to set examples to NILG trainers.
Citizen Participation	April and May, 2018 (One day training/14 Times) -Venue: NILG raining Room -Trainer: Three (3) NILG staff members -Training Participant: 327 (Mayors, Councilors, WC and TLCC Member Secretaries from 22 Paurashavas)	The project gave minimal assistance for implementing the training by NILG because the project intended to transfer the function of training management and implementation to NILG. The project instructed a SPGP experienced Local Consultant to refrain from direct intervention during the training and just give advices before and after the training.
Preparation and implementation of Paurashava development plan	April, May and July 2018 (3 days x 4 batches) - Venue: LGED - Trainers: 17 LGED officials (6 officials per batch, supported by 2 SPGP local staff) - Trainees: 115 persons (Mayors, Chairmen of Urban Planning, Citizen Services and Development Standing Committee, Engineers, Urban Planners, and Secretaries)	Because the majority of LGED trainers are stationed outside Dhaka, it was difficult to have sufficient preparation with them prior to training implementation. Therefore, the SPGP team provided them with actual outputs of planning steps produced by SPGP pilot Paurashavas so that they can have some concrete idea of what expected exercise outputs are like. In addition, the SPGP gave them advice on how to approach elected representatives during the training given the fact that LGED trainers generally train officers only. The SPGP team also tried to encourage them to prepare their own development plan after training by showing actual development plans prepared by pilot Paurashavas and photos of elected representatives having dialogue with inhabitants in the planning process.
Master Plan Implementation	February 2018 (3 days) − Place: LGED training room − Instructor and Facilitator: 7 LGED employees, 3 SPGP consultants, 1 local consultant − Number of trainees: 22 (Mayors, Councilors, Engineers and others of Gopalganj, Faridpur and Madaripur Paurashava)	To collect feedback on the Handbook from larger Paurashavas than the Paurashavas which had the Pilot Training, and to provide sustainability for the trainings conducted by LGED Engineers who had TOT in SPGP, “A class” Paurashavas with existing Master Plan were selected for the Training. The contents of the Training were prepared for Paurashavas to learn how to implement Master Plan practically in the workshops with Master Plans and drawings actually used by each Paurashava.
Streets	July 2018 (3 days x 2 batches) − Place: LGED training room − Instructor and Facilitator: 7 LGED employees, 3 SPGP consultants, 1 local consultant − Number of trainees: [1st batch] 26 (Mayors, Chairmen, Engineers and others of Dhamrai, Raipura, Monohardi and Shibchar,	Before the implementation of trainings, the Discussion Session for the Handbook was conducted with LGED Engineers to review the Handbook and to train the Engineers for lecture and facilitation of workshops as well. In the Street Development Training, workshops to prepare existing street map were conducted along with lectures advising how to plan street development to the

	Muksudpur Paurashava) [2nd batch] 30 (Mayors, Councilors, Engineers and others of Haziganj, Sujanagar, Chandanaish, Choumohani and Morr¬elganj Paurashava)	Paurashava Engineers practically.
Drainage	August 2018 (3 days x 2 batches) − Place: LGED training room − Instructor and Facilitator: 7 LGED employees, 3 SPGP consultants, 1 local consultant Number of trainees: [1st batch] 30 (Mayors, Chairmen, Engineers and others of Dhamrai, Raipura, Monohardi and Shibchar, Muksudpur Paurashava) [2nd batch] 30 (Mayors, Councilors, Engineers and others of Haziganj, Sujanagar, Chandanaish, Choumohani and Morr¬elganj Paurashava)	Before the implementation of trainings, the Discussion Session for the Handbook was conducted with LGED Engineers to review the Handbook and to train the Engineers for lecture and facilitation of workshops as well. In the Drainage Development Training, workshops to prepare existing drainage map were conducted along with lectures advising how to plan drainage development to the Paurashava Engineers practically.

The extended training programs are evaluated by training participants as seen in the table below. The training seems to be satisfactory. Both degree of trainees' understanding and degree of trainees' satisfaction are more than 3.4 in most of the subjects in the 4 grade evaluation with 4 as highest score.

Training subjects	Degree of understanding	Degree of satisfaction	Analysis of evaluation results and recommendations of improvement
Monitoring of Paurashava's activities	3.36	3.52	The scores on both the level of understanding and that of satisfaction were almost the same as the scores for pilot training. Though the score was a little low compared to other training courses, it is reasonable considering the fact that the subject is new to all trainees and also it is probably difficult for councilors who know little about Paurashava's work to understand the content of training without practicing it. Trainers' performance was relatively good for the first time probably because many of the NILG trainers got themselves prepared for the training and also SPGP local staff supported them effectively. However, there is still room for improvement in terms of practical teaching. Since many NILG trainers do not have experience in local government operations, perhaps they could improve their teaching skills under the guidance of the NILG trainer who previously served in Paurashavas.
Citizen Participation	3.45	3.46	Although scores are slightly below 3.5, which is considered benchmark score from past experience, it should be appreciated that the training was implemented by NILG independently. The project had a meeting with NILG and gave advice that time

			management of training had to be paid more attention to for future improvement.
Development plan	3.42	3.52	The level of satisfaction was scored the same as for pilot training whilst the level of understanding was a little lower this time. Although the level of understanding could have been higher given the fact that the share of councilors in trainees is far lower than in pilot training, the knowledge and experience of trainees with regard to this particular training are still not sufficient and they need some more opportunities to improve their skills. The SPGP team observed that if Mayor's commitment to the training is high, officers and councilors of the same Paurashava generally work seriously during the training, which facilitates understanding of training content. Efforts to facilitate mayors' participation are therefore very important is therefore important for the training.
Master Plan Implementation	3.43	3.43	The implementation and management of master plan needs ample knowledge and experiences because master plans are comprehensive planning. The levels of understanding and satisfaction were a bit lower that the target levels because the 3-day training had excessive constraint in time, and Paurashava officials and engineers as both the trainees and lecturers had little experiences to use master plans practically. In conducting Master Plan Implementation Training, improvement and simplification of the Handbook should be continued in order for Paurashavas to use easily.
Street Development	3.29	3.43	The scores of understanding of the trainings by the trainees were 3.32 for the pilot training, and 3.29 for the extended trainings. As same as Master Plan Implementation Training, the result is analyzed that the level of understanding was relatively lower because the trainees were mostly not high-leveled in technics, In conducting trainings for development and maintenance of streets, improvement and simplification of the Handbook should be continued in order for Paurashavas to use easily.
Drainage Development	3.48	3.38	As same as Street Development Training, the result is analyzed that the level of understanding was relatively lower because the trainees were mostly not high-leveled in technics. In conducting trainings for development and maintenance plan of drainage, improvement and simplification of the Handbook should be continued in order for Paurashavas to use easily.

(19) Finalization and authorization of all the produced handbooks

Original plan: In the third year of the project, operational manuals for a total of five subjects*[1] were approved. Work will be performed to have Operational Handbooks for the remaining five subjects*[2] completed and approved by the government (LGD). Approved Handbooks will be used by the government as standard teaching materials. Once they are approved by LGD, necessary follow-up work will be performed to have official letters issued to the organizations concerned (NILG, LGED, etc.). After the issuance of official letters, workshops will be held for NILG, LGED, and other organizations, with representatives from LGD in attendance, to help them fully understand how the approved Handbooks should be used.

(Notes)
＊1. Orientation course on the basics of Paurashava administration, Tax management, Budget management, Financial Management for Elected Representatives, Citizen Participation
＊2. Development plan, Monitoring of Paurashava activities, Masterplan implementation, Streets and Drainage

Points to note: Operational Handbooks must be completed in cooperation with LGD (through a workshop for confirming their content). As cooperation takes a long time, care must be taken to carry out activities some time ahead of schedule. Conducting activities on weekends would be worth considering, for instance.

Output: Approved Operational Handbooks for five subjects

Results: Approval of Operational Handbooks for five subjects, scheduled for the third year (original period), was postponed to the extended period. The Operational Handbooks for all ten subjects were completed and approved by LGD during the extended period. The table below presents details.

Subjects	Content
Orientation course on the basics of Paurashava administration	The handbook provides basic information required for Mayors and Councilors to run a Paurashava. It explains, using plain language, the contents of the Local Government (Paurashava) Act 2009, basic rules related to it, workings of Paurashava administration, basic concepts regarding good governance.
Development plan	It is a guide for Paurashavas to prepare their own development plan, describing what should be contained in the plan and how to prepare it. It is meant for all Paura officials including Mayor, Councillors and officers. It specifies the role of each actor, explains each planning step in detail, and provides various forms which make it easier for Paurashavas to prepare a development plan of their own by themselves.
Monitoring of Paurashava’s activities	It is a guide for Paurashavas to internally monitor their activities through the council and standing committees. It proposes a

	monitoring method for them. It is targeted at all Paura officials including Mayor, Councilors and officers, and explains specific monitoring steps and points to check when they monitor the activities of their Paurashava.
Budget formulation, accounting and monitoring	
Budget formulation, execution and monitoring	This is an operational handbook for secretaries and accountants at Paurashava. The target of this handbook is to support them to carry out all budgetary processes, including budget formulation, execution and monitoring as specified in rules and regulations.
Accounting and Reporting	This is an operational handbook for secretaries and accountants at Paurashavas, which targets on supporting Paurashavas to carry out daily transactions, monthly closing and quarterly monitoring.
Tax	
Tax collection	This is an operational handbook for secretaries and tax collectors, which tries to enhance the capacity of Paurashavas to carry out all tax collection procedures, such as issue of tax invoices, record keeping and monitoring of tax collections.
Tax assessment	This is an operational handbook on tax assessment for the secretaries and tax assessors of Paurashavas, which targeting on enhancing the capacity of Paurashavas to carry out re-assessment (to be implemented every 5 years) and interim assessment (every year)
Financial management for elected representatives	This is a handbook on financial management for mayors and councilor, which tries to support mayors and councilors to make appropriate decision in every aspects of financial management, including budget formulation, accounting, budget monitoring tax collection and tax assessment.
Citizen Participation	The handbook is developed to inform the practical knowledge such as the outline of Ward Committee (WC) and Town Level Coordination Committee (TLCC), management of them, and how to prepare meeting minutes of firstly involved stakeholders of WC and TLCC like a Mayor, Councilors, Member Secretaries, and general WC and TLCC members.
Master Plan Implementation	The Handbook to explain the procedure of Master Plan Implementation in steps and to establish the town planning control for engineers and town planners in Paurashava Engineering Department.
Streets	The Handbook to explain the Paurashava activities of application & approval for private streets, planning and supervision of work for public & private streets, maintenance, and street lighting, etc. for engineers in Paurashava Engineering Department.
Drainage	The Handbook to explain the Paurashava activities of planning and supervision of work for drainage, maintenance, monitoring & evaluation, etc. for engineers in Paurashava Engineering Department.

(20) Follow-up activities in training subjects for Paurashavas' performance improvement in pilot Paurashavas

Original plan: Each pilot Paurashava will be monitored as to whether tasks are appropriately performed, once training subjects for them have been completed to give guidance if necessary.

When considering follow-up activities, for some subjects on which training was given earlier and follow-up activities have already provided, the activities should be performed less frequently and instead focus mainly on subjects on which training is given later (Monitoring of Paurashava activities, Masterplan implementation, Streets and Drainage). In the process of the development plan and later training subjects, good practices should be collected to have them reflected in the Operational Handbooks and training materials.

Points to note: As mentioned above, weight should be given differently between earlier and later subjects, and the focus should be placed on the latter. During the extended period, experts will visit the country less frequently to personally engage in follow-up activities. In their place, local consultants should be used effectively.

Output: Follow-up activity reports, and collection of good practices. (These outputs are submitted separately.)

Results: The table below shows the framework of follow-up activities performed during the extended period for training subjects and good practices collected.

Subjects	Outline of follow-up activities	Outline of good practices
Development plan	The SPGP team supported pilot Paurashavas in the 10-month long process of their development plan preparation following the method proposed in the handbook. The team provided technical advice on site or sometimes over the phone/skype.	In Kanaighat Paurashava, efficiency in project planning and implementation has improved by conducting procurement activities for public works according to the development plan prepared with support from SPGP. In addition, citizens' participation in the planning process resulted in their cooperation in Paurashava's development activities and also implementation of some social development activities demanded by them. In the case of Bakerganj Paurashava, Mayor used the development plan prepared with support from SPGP in fund-raising activities for the Paurashava and obtained funds from external sources for some projects listed in the plan. As in Kanaighat Paurashava, they have become to allocate some funds to social development activities, which were not given priority previously. Sengarchar Paurashava and some other pilot Paurashavas prepared the annual budget with an annual plan of development plan implementation attached.
Monitoring of Paurashava activities	The SPGP team supported pilot Paurashavas' quarterly monitoring activities carried out following the handbook prepared by SPGP. The team provided	In Sengarchar Paurashava, based on reporting from the standing committee on tax assessment and collection to the council, the council made a decision to link tax collection performance of each ward to implementation of development

	technical advice on preparation of quarterly reporting documents, which are the basis for monitoring, and on examination of those documents by relevant standing committees.	works proposed for each ward. As a result, collection efficiency improved in a few wards, which led to an increase of annual collection efficiency of the entire Paurashava. The council also evaluated the Paurashava's tax collection performance for the previous fiscal year, and based on the results, made a decision to set up a tax collection task force for each ward for the current fiscal year. The council and the standing committee on urban planning, citizen services and development of Kanaighat Paurashava monitored implementation of the development plan quarterly. Mayor and councilors visited project sites themselves from time to time. The monitoring activities resulted in a high execution rate of planned projects. In the area of tax collection monitoring, the council came to learn performance by ward as a result of monitoring and encouraged councilors of poorly-performed wards to step up collection effort. The annual collection efficiency of the Paurashava improved in the end.
Budget formulation, accounting and monitoring	As it was confirmed that most of the pilot Paurashavas can carry out budget, accounting, tax collection and tax assessment processes properly, we only monitored their implementation status. Out of the additional 41 Paurashavas, which received expanded training, we provided on-the-job training on tax collection and assessment and financial management training for elected representatives in about 20 Paurashavas. We also provided supports on accounting at these Paurashavas, so that they can use prescribed accounting formats, targeting on installing proper accounting at such Paurashavas.	At most of the pilot Paurashavas and some other Paurashavas, tax collection amounts increased and the increased tax revenues were used for the enhancement of public services and maintenance of infrastructure, as a result of the enhanced tax collection capacities and positive attitude of mayors and councilors to tax collections. As a result of the enhanced budget monitoring, some Paurashavas reduced unnecessary expenditures and increased available budget funds.
− Budget formulation, execution and monitoring		
− Accounting and Reporting		
Tax		
− Tax collection		
− Tax assessment		
Financial management for elected representatives		
Citizen Participation	The frequency of holding WC and TLCC meetings and the quality of meeting minutes are regularly checked.	The good case from the pilot Paurashavas is identified that some Mayors utilize the opportunity of WC and TLCC meetings directly communicating with residents regarding the tax collection and it contributes to the improvement of tax collection. Although any good cases have not yet been identified from the Paurashavas of extended training, it is confirmed that sixteen (16) Paurashavas hold a TLCC meeting and fourteen (14) hold a WC meeting after the extended training. (total number of 22

		Paurashavas) This fact indicates that the impact from the extended training is being realized because most of Paurashavas did not hold a WC meeting before attending the extended training.
Master Plan Implementation	Advice on understanding of the Master Plan and its importance and preparation of development planning based on the Master Plan.	Paurashavas with Master Plan understand the significance and importance of the implementation of Master Plan, however they have not started to implement their activities based on the Master Plan. Therefore, any good practice has not yet been collected from the Paurashavas.
Streets	Advice on preparation of maps & inventory lists of existing streets, improvement planning based on future analysis, and preparation of maintenance planning.	In case of Kanaighat Paurashava, existing streets did not fulfill its technical specification, and drains were developed without proper planning. Provided the training and follow-up activity in SPGP, this Paurashava is now able to find and analyze their problems on street and drainage, and prioritize and implement their activities.
Drainage	Advice on preparation of maps & inventory lists of existing streets, and preparation of cleaning & maintenance planning based on gathering of detailed information.	

(21) Formulation of Project Completion Report

Activities performed during the entire contract period will be wrapped up in Project Completion Report.

Points to note: The report must be prepared in accordance with the production guidelines for consultants. It must also contain suggestions on what action should be taken after the completion of the project, such as regular meetings of the NSPGI Implementation Committee.

Output : Project Completion Report

3. Project management and implementation: Challenges, solutions, and lessons learned (operational approach, structure, etc.)

3.1 Operational structure in general and monitoring

1. Challenges and solutions

1) Constraints in communication with the implementing agency: For this project, it was not possible to set up a project office in the premises of the implementing agency. Instead, the project team set up an office in the building of NILG, a government agency under LGD. It was located in a different district from LDG's. Access to the implementing agency's office was allowed only to three people with entry passes issued for them, i.e., Chief Advisor, Expert (Coordinator), and the office manager. In addition, the PD and other relevant employees of the implementing agency were always busy, with frequent trips overseas, and the project team's opportunities to meet them were very limited. On average, the Chief Advisor stayed in the country for two weeks every month, and met the PD and/or his supervisor once a week for about 30 minutes.

Under such circumstances, in the first half of the project period, the PD graciously offered the project team frequent opportunities to visit him at his home on weekends to discuss various issues in a relaxed atmosphere. In the latter half, the project team strived to set up opportunities for his successor and the successor's supervisor to come to the project office, for instance by inviting them as guests or lecturers for training seminars and workshops and holding study meetings on weekends for operational manuals at the project office in order to have as many opportunities as possible to communicate with them. These measures seemed helpful to an extent for smooth operation of the project.

2) Safety management problems: During a project period of more than four years, not a few of the scheduled meetings were canceled owing to frequent incidents such as so-called "Hartal", protest activities, and demonstrations.

As a solution to the problem, the project team scheduled events and meetings for the earliest day possible - even a month, a week in the same month, a day in the same week earlier - to minimize any delay that might be caused by a cancellation.

In addition, after dozens of people, including Japanese and other foreign nationals, were murdered on July 1, 2016, JICA suspended visits of experts to Bangladesh. The instruction had been in place until the end of 2017.

During the period, technical guidance was provided remotely through skype, international phone calls, and emails, or by local consultants dispatched on site as a solution to the absence of Japanese experts on the ground. A meeting with mayors of pilot Paurashavas, usually held in Dhaka, took place on a video-conference system, with no expert visiting Bangladesh, with the support of the JICA headquarters. It has achieved a measure of success. Once experts were allowed to visit the country again, they worked with the greatest care possible paid to safety under instructions from the JICA headquarters and the JICA Bangladesh Office. Specifically, they were prohibited from eating anywhere other than at the hotel and moving on foot, and were obliged to report their safety at the end of work (upon returning to the hotel) and carry bulletproof jackets when moving by car. For this project, the door to the office was also strengthened. The building of NILG, where the project office was located, was more heavily guarded.

2. Lessons learned

Of the two issues mentioned above, the first would not necessarily be experienced in other projects. If any similar case should occur, actions described above would help.

The second issue would be highly likely to appear in other projects. What is critical when no access to a project site is allowed owing to safety management reasons is making the best of video conferences, skype, international phone calls, and emails to minimize the delay of activities. Amid deteriorated security conditions, the safety of experts must be secured through coordination with the JICA headquarters and the JICA office in the country concerned, strict adherence to security measures available, and swift exchange of information in the project team.

Lastly, an approach other than those mentioned above was effective for monitoring of the entire project. For this project, in addition to monthly reports written in Japanese, an English-language edition of progress reports was produced every month on a voluntary basis. The English version turned out to be helpful to perform more accurate monitoring. The format for monitoring （attached in “Annex 2. The Detailed Plan of Activities”） contains spaces for, besides recording actual results, writing identified causes for failure to achieve planned targets and ways of rectification to help the Chief Advisor have a correct view of the overall situations of the activities and offer experts a way to monitor their own activities.

3.2 Other Challenges, solutions, and lessons learned

(1) Project design

The structure of the project was unique in that it consists of three outputs such as i) Formulation of strategy, ii) Formulation of training packages and iii) Improvement of administrative capacity of pilot Paurashavas. We think these three outputs were linked in a very systematic manner and the basis towards the Overall goal was well established. In particular, because the formulated strategy was approved by the national government and became a national strategy, the feasibility of realizing the strategy has significantly increased. This is quite different from ordinary project in which a master plan is formulated and the masterplan is not necessarily authorized by the government.

The approach adopted this time is recognized to be highly applicable to any country or sector. Accordingly, it should be utilized in other projects as well.

(2) Coordination with NOBIDEP Yen loan

It was expected that this project would coordinate with infrastructure projects and training activities of NOBIDEP and the synergy would appear in both projects. With regard to training activities, however, NOBIDEP project, which started earlier, did not formulate operational handbooks of high quality and universality and such scenario did not come true. In addition, SPGP did not include the components such as fund provision and infrastructure projects like NOBIDEP. Therefore, under the circumstance where an organization to take initiative and supervise the two projects was absent, it was actually difficult for SPGP to coordinate with NOBIDEP with quite different components. Another obstacle against good coordination is that implementing agencies and involved consultants of two projects are different.

SPGP, however, introduced the operational handbooks it produced to NOBIDEP side and also tried to make target Paurashavas of NOBIDEP take part in SPGP training activities. The achievement of SPGP seems to be utilized in NOBIDEP as well.

In future when JICA aims to make a linkage between a technical cooperation project and a yen loan project, it is better to make the entire operation “a program” in which relationship and division of roles between two projects is carefully planned from the very beginning.

(3) Flexible reaction to the request of the implementing agency

Following two attempts which were not included in the original activity plan were highly appreciated by the implementing agency and also seem to have made their commitment to the project stronger.

- We conducted combining and editing of the various rules and regulations related to Paurashavas upon the request of LGD. Although LGD has issued various rules, regulations and circulars to support the activities of Paurashavas, those documents were not bundled in a book and the project combined all the existing documents in a book at the early stage of the project period. The copies were distributed to all the Paurashavas and seem to be well utilized.

- In the project the activity to confirm the out-of-date rules and regulations, which are not in line with the 2009 Paurashava Act, was planned. Against this plan, we did not only confirm such rules and regulations but also decided to revise, renew out-of-date rules and regulations or add new ones, total 26 items. It is expected that as at the end of September 2018, draft all 26 items will be completed and submitted to the implementing agency. Such draft of rules and regulations was formulated in Bengali language by the team of 4 consultants who were former high ranking officers familiar to the subject. Those draft rules and regulations were also reviewed by staff members of the implementing agency and finalized one by one.

4. Degree of achievement of Project purpose

4.1 Summary of terminal evaluation and actions taken

(1) Summary of terminal evaluation

A summary of the result of evaluation is as follows. (Excerpt from Terminal Evaluation report)

“It seems that it is difficult to achieve the expected Project Purpose by the end of project period, because the project is still on the way to establish the framework to strengthen administrative capacity of Paurashavas at the time of terminal evaluation. It is highly evaluated in that training courses and operational handbooks were developed steadily through project activities. There are, however, still many issues to tackle to establish the framework to strengthen administrative capacity of Paurashavas.

The project is in line with the policies of both Bangladesh and Japanese governments and also in accordance with the needs of Bangladesh side. It was also appropriate to have modified indicators of PDM after mid-term review. Accordingly, relevance of the project is strong. Effectiveness and efficiency of the project were regarded as moderate, as there are several factors negatively affecting project progress and also the degree of the achievement of outputs.

Impact of the project such as the improvement of public service was somewhat observed in pilot Paurashavas at the evaluation study. However, in view of many issues which need to be tackled to implement NSPGI, it is difficult to evaluate impact at this moment. Many conditions to meet and measures to take were identified in order to secure sustainability through the evaluation study but whether they are realized or not depend largely on the initiative of the NSPGI Steering Committee and the discussion and decision in the Committee. Accordingly, the sustainability of the project was also diagnosed as uncertain.

As mentioned above, the terminal evaluation mission concluded that the Project Purpose and Outputs were not realized yet and it is necessary to take effective actions on the recommendations of the evaluation team in order that the Project Purpose can be realized and NSPGI can be implemented steadily nationwide.”

(2) Results

The terminal evaluation team made two types of recommendations: “Measures to be taken by the end of the extended project period”; and “Measures to be taken after the end of the extended project period for securing sustainability and nationwide dissemination of the project effects”. In this section, we discuss the latter and we will discuss the former later in the next chapter.

“Measures to be taken by the end of the extended project period” recommended in the terminal evaluation and the results of the actions taken in response to the recommendations are summarized in the following table. Those recommends have almost been dealt with.

Recommendations	Results
(1) To issue the official notice on the NSPGI shortly and issue instructions to formulate Action Plans. Following the above notice, the dissemination seminar should be organized.	An official notice letter on the NSPGI was issued in December 2017. Three Action Plans such as LGD Action Plan, Paurashava Action Plan*, and Detailed Training Plan were formulated. ***7 PAPs of pilot Paurashavas and 16 PAPs of other Paurashavas** The seminar organized by LGD for the dissemination of the NSPGI was not held but project closing seminar is planned alternatively.
(2) After issuing the official notice on NSPGI to organize NSPGI Steering Committee and NSPGI Implementation Committee and to discuss the following issues	
-To clarify the roles of stakeholders regarding the implementation of NSPGI	Basic division of roles among stakeholders is stipulated in NSPGI. And the expected actions to be taken by stakeholders are stated in each of Action Plans. Furthermore, the Manual on Implementation and monitoring of NSPGI which was formulated by the project team also states the concrete responsibilities of stakeholders.
-To formulate and authorize LGD Action Plan for the implementation of NSPGI	LGD Action Plan has been formulated. It was concluded that there is no need to authorize the LGD Action Plan, as the formulation of the plan is already obligated by the NSPGI.
-To revise existing Rules and regulations related to Paurashavas or to make new ones in line with Paurashava Act 2009	Based on the discussion with LGD, 26 R&R items for modification or addition were identified and the draft of those items was submitted to LGD by the project.
-To clarify the format of Paurashava Action Plan, the authorization process and roles of stakeholders	All of the points mentioned on the left are stipulated in the PAP manual.
-To secure the budget in order to implement LGD A/P, Paurashava Action Plan and Detailed Training Plan (NILG A/P, LGED A/P)	Budget for Detailed Training Plan was authorized in 2nd NSPGI Steering Committee on July 23 and secured. With regard to the budget for implementing LGD A/P and Paurashava A/P (ADP budget), the tendency of steady increase was confirmed.

-To establish the implementation and monitoring system for NSPGI, LGD A/P, Paurashava A/P and Detailed Training Plan	Monitoring system of PAP is stipulated in the PAP Manual. System of implementation and monitoring of NSPGI, LGD A/P, Paurashava A/P and Detailed Training Plan are explained in the "Manual on Implementation and monitoring of NSPGI". It is strongly recommended to set up the secretariat to promote and monitor the actions stated in the manual.
(3) To formulate and authorize operational handbooks of all the 10 subjects and to issue related notice to related agencies (NILG, LGED and so on) and all the Paurashavas	Total 12 operational handbooks in 10 subjects were formulated and approved in 2nd NSPGI Steering Committee on July 23.
(4) To conduct OJT to trainers through extended Paurashava training aiming at the nationwide training of Paurashavas	OJT was conducted in each subject. (For the details please look at Chapter 4, Section 4.2 of the report.)

4.2 Degree of realization of Project Purpose and background analysis

(1) Degree of realization of Project Purpose

From the point of view of indicators, Project Purpose was almost realized.

Project Purpose	Objectively Verifiable Indicator	Means of Verification	Results （As of the end of September 2018）
Paurashava capacity development framework is established.	a. A mid-long term strategy for Paurashava governance improvement and its action plan are officially approved and circulated.	Project progress report	Strategy: It was tentatively authorized at the end of June 2016. The strategy was completed in September 2017 and the related official notice was issued in December 2017. Action plans: - LGD Action Plan：Formulated in line with the Strategy. - Paurashava Action Plan ：Plans for the fiscal year: 2018-19 were formulated in 7 pilot Paurashavas and additional 16 Paurashavas. - Detailed Training Plan：DTPs of support organizations, namely NILG and LGED were authorized in 2nd NSPGI Steering Committee on July 23, 2018.

	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	Investment budget: The results of trial calculation of amount of necessary investment are shown in the Strategy. In addition, steady increase of ADP of Bangladesh government is specified as one of important objectives in the Strategy and also in LGD Action Plan. Training budget: Training budget is included in the above Detailed Training Plan.
	c. A methodology with formats to monitor the implementation of the strategy is clarified.	Project progress report, relevant policy documents	Concrete methods of monitoring of the entire Strategy and Action Plans are stated in the "Manual on Implementation and monitoring of NSPGI". With regard to Paurashava Action Plan, detailed manual for the stakeholders are prepared.
	d. A plan to share good practices of pilot Pourashavas with other Pourashavas is presented.	Project progress report, Strategy	The indicator was realized in the form that accumulated good practices are incorporated into the training materials and good practices will be automatically shared in the nationwide training.
	e. Training manuals and guidelines (operational handbooks) developed by the Project are officially approved and circulated.	Project progress report, Training evaluation reports	Operational handbooks in 10 subjects (total 12 handbooks) were formulated and approved in 2nd NSPGI Steering Committee on July 23.

(2) Background analysis

In the PDM of SPGP, most of the indicators of Project Purpose are the direct sequences of achieved indicators of outputs. Typical case is as follows.

- Output indicator: "To formulate xxxxx"
- Project Purpose indicator: "xxxx is authorized."

As mentioned above, the reason why most of Project Purpose indicators are achieved is that most of output indicators are also achieved and such outputs were authorized appropriately by the initiative of the implementing agency.

4.3 Degree of achievement of outputs and detailed analysis

First, the degree of achievement of outputs in PDM is confirmed. Next, in each of output indicators (in each subject, when appropriate) analysis was conducted in the five points such as 1. What kind of outputs were realized, 2. How the activities lead to the realization of outputs, 3. How we dealt with difficulty and obstacles we faced, 4. Other noteworthy points of effort and 5. Lessons to be utilized for other projects.

(1) Confirmation of achievement of outputs based on PDM indicators

Outputs	Objectively Verifiable Indicators	Means of Verification	Degree of realization (including the forecast)
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 action plan are finalized with the consent of stakeholders.	Project progress report	Both draft of a mid-long term strategy for Paurashava capacity development and Action Plans were completed.
	1-b. Rules and regulations to be revised and/or newly developed for strategy implementation are identified.	Project progress report	26 of various rules and regulations which should be revised or newly added were confirmed.
	1-c. Roles and responsibilities of stakeholders in capacity development of Paurashavas are defined in action plans.	Draft strategy and minutes of WG meetings	Roles and responsibilities of Strategy implementing agencies (those included in the Strategy framework) are already stipulated in the Strategy. Concrete activity plans are formulated in each Action Plans. Furthermore, "Manual on Implementation and monitoring of National Strategy for NSPGI for the NSPGI Secretariat and stakeholders" was formulated for the purpose of future promotion and operation of NSPGI and lecture was provided to related governmental agencies and JICA office staff members.
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	Total 12 manuals/guidelines in 10 following subjects were formulated. 1.Orientation course on the basics of Paurashava

			administration, 2.Tax management, 3.Budget management, 4.Financial Management for Elected Representatives, 5.Citizen Participation, 6.Development plan, 7.Monitoring of Paurashava activities, 8.Masterplan implementation, 9. Streets, 10. Drainage
	2-b. More than 15 Training courses to enhance Paurashavas capacity to perform core functions are developed.	Training evaluation reports	The following 10* subjects were developed. 1.Orientation course on the basics of Paurashava administration, 2.Tax management, 3.Budget management, 4.Financial Management for Elected Representatives, 5.Citizen Participation, 6.Development plan, 7.Monitoring of Paurashava activities, 8.Masterplan implementation, 9. Streets, 10. Drainage (*Note: the subject "Street" is the one which combined 3 subjects and if we follow the way of counting in the Strategy, the number can be regarded as 12.)
	2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas get 3.6.	Project progress report	The results of survey to trainees conducted at the time of completion of training show that average scores of understanding and satisfaction are 3.54 and 3.60 respectively (on 4 point grades).
	2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas gets 3.5.	Training evaluation reports	The degree of trainees' understanding of handbooks is 3.41 on average (on 4 point grades) and the target is almost achieved.
	2-e. (At least two) Core trainers for each training subject are developed.	Project progress report, Training evaluation reports	The summary is as follows. (Please look at Chapter 4, Section 4.2 of the report for the details.) 1.Orientation course on the basics of Paurashava

			administration: Target indicators are realized. 2.Tax management: One lecturer reached a good level. 3.Budget management: One lecturer’s score is 2-3 and a little weak. 4.Financial Management for Elected Representatives: One lecturer’s score is 2-3 and a little weak. 5.Citizen Participation: Almost good level 6.Development plan: One lecturer reached a good level 7.Monitoring of Paurashava activities: Two lecturers reached a good level. 8.Masterplan implementation: Core lecturers are almost realized. 9. Streets: Core lecturers are realized sufficiently in both of quality and quantity. 10. Drainage: Core lecturers are realized sufficiently in both of quality and quantity.
3. Administrative and manageable 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	Monitoring results of pilot Paurashavas	In general, administrative capacity and business skills of staff of pilot Paurashavas have significantly improved. For example, the average score of performance indicators in 6 subjects with point 4 as highest, has increased from 1.8 at baseline survey to 3.3 at endline survey. (For the details please look at Chapter 4, Section 4.2 of the report.)

	・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 of Paurashavas' activities: Timely reporting of monitoring results by relevant standing committees to the council, and implementation of decisions by the council about their recommendations ・Master Plan Implementation: Improved understanding of the existing Master Plan and readiness for its implementation ・Streets: Paurashava’s improved capability of planning and maintenance activities for streets ・Drainage: Paurashava’s improved capability of planning and maintenance activities for drainage		

(2) Detailed analysis of each of output items

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

1. What kind of outputs were realized

1-a. A draft mid-long term strategy and its action plan are finalized with the consent of stakeholders.: A draft National Strategy for Paurashava Governance Improvement (NSPGI), which was formally authorized and circulated in December, 2017, was discussed in the meeting of Working Group (WG) consisting of Bangladesh governmental agencies, major development partners and mayors of pilot Paurashavas during the formulation process.

WG meetings were conducted eight times and various stakeholders' opinion was sufficiently reflected. The university professor who conducted quality check and proof reading highly evaluated the draft strategy and commented that the strategy presents effective methods for capacity building of Paurashava officials with high quality.

Action plans are concrete plans to implement the strategy and have been prepared for each major stakeholder in charge of 8 strategic components. There are three kinds of Action Plans, that is to say, LGD Action Plan, Paurashava Action Plan and Detailed Training Plans (DTP) for NILG, LGED and DPHE. The relationship between strategic components and three Action Plans is as follows.

Strategic components	Corresponding Action Plans*		
	LGD Action Plan	Paurashava Action Plan	Detailed Training Plan
1. Increase of own source revenue		○	○
2. Governmental financial support	○		
3. Budget management improvement		○	○
4. Paurashava Development Plan preparation	○	○	○
5. Formulation/Modification of legal documents	○		
6. M&E improvement	○		○
7. Human resource development			○
8. Paurashava manpower optimization		○	

*○ means the plan is related to a certain Strategic component.

DTPs consist of a training plan in line with the strategy and also a budget plan. NILG and LGED have formulated the DTPs. (DPHE is expected to formulate a DTP in future, following the achievement of another JICA's technical cooperation.) As of September 2018, all the Action Plans are completed, and the two DTPs have been authorized in the NSPGI Steering Committee.

1-b. Rules and regulations to be revised and/or newly developed for strategy implementation are identified.: This indicator refers to various rules and regulations related to Paurashava. Although so-called Paurashava Act was revised in 2009, many of rules and regulations are still old and have not reflected the revised law. Therefore, revision of rules and regulations related to Paurashavas is one of activity items of LGD Action Plan. In the project the team had reviewed the entire existing rules and regulations till October 2017 and extracted the most important rules and regulations which need modification, renewal and addition of content. Then, in October 2017 Additional Secretary (Urban Development Wing) called a meeting with several Paurashava mayors, listened to their opinions and extracted 45 items. Furthermore, the project team and the implementing agency, LGD discussed and selected 26 items out of 45, considering the project budget and remaining project period. As of September 2018, all the 26 rules and regulations were drafted and submitted to LGD. If those drafts were officially approved, there would be no more confusion at the Paurashava level caused by the gaps between Paurashava Act and rules and regulations, and Paurashavas' operations would be efficiently conducted.

1-c. Roles and responsibilities of stakeholders in capacity development of Paurashavas are defined in action plans.: Roles and responsibilities of strategy implementing agencies (those included in the strategy framework) are stipulated in the strategy. Concrete activity plans are formulated in each Action Plans.

2. How activities contributed to the realization of outputs

(NSPGI and Action Plans) As stated above, the comprehensive strategy was formulated with Working Group, whose meetings were held eight times, as a platform. The project team took an initiative as secretariat and contributed to the formulation of each Action Plan as well.

(Rules and Regulations) There was no clear progress in the first three years of the project period. The project team worked as secretariat and contributed to the above-mentioned output.

(Roles and responsibilities of stakeholders in capacity development of Paurashavas) There was no particular factor other than mentioned above.

3. Actual problems the project team faced and corresponding actions taken

1) Issues in terms of security: As stated above, throughout the project period of more than four years *hartal* and other protest and demonstration activities frequently happened and expected meetings were cancelled many times. The project team always tried to carry out activities in advance and set up meetings and events as early as possible to minimize the negative influence of such accidents.
2) The issue of communication with the implementing agency: As also mentioned above, it was only three of the Chief Advisor, the expert in charge of general administration and the office manager who have entry pass and can enter the office of the implementing agency. In addition, concerned officers including Project Director were constantly busy and the meeting opportunity was very limited. The project experts tried to increase the opportunity of communication, for example, by making an opportunity of PD and his supervisors' visit to the project office.

4. Other efforts

Detailed Training Plans, one of Action Plans on NSPGI, are under the responsibility of partner organizations, namely, NILG and LGED. Considering that those responsible officers are also quite busy, the project conducted frequent interviews with them, collected information and formulated a draft and preparatory documents for them, which may have accelerated the plan formulation process. It is also very important to keep the close relationship among LGD, the implementing Agency and NILG, LGED and DPHE which are under LGD's supervision. The project tried to become a good coordinator among them by delivering the messages among them by frequent visit.

5. Lessons to be used in other projects

Among actions or approaches discussed above in Section 2. to 4., the followings may be applicable to other projects.

- Organizing Working Group meetings during the process of strategy formulation: In the project Working Group discussed the draft strategy, chapter by chapter, continuously. All the important stakeholders such as Bangladesh governmental agencies, major development partners, mayors of pilot Paurashavas were invited and people had intensive discussion by sub-group. This approach made it possible to cover important discussion points and also to foster a sense of ownership among those stakeholders about the strategy. This approach seems to be effective and can be applied to the formulation of national strategies in many countries' various sectors.
- Activation of communication when there are many stakeholders in a project: As mentioned above, it was essential to have a good linkage among LGD and other agencies under LGD for the success. Accordingly, the project team always tried to be a liaison among them. It is not rare that several governmental agencies are involved in implementing a strategy. In such a case, a development partner including project team has an important role to play for the effective communication.

With regard to outputs 2 and 3, the results of analyses were provided below by training subject in the following order.

1. Orientation course on the basics of Paurashava administration
2. Budget management
3. Tax management
4. Financial management for elected representatives
5. Citizen participation
6. Development plan
7. Monitoring of Paurashava's activities
8. Masterplan implementation
9. Streets
10. Drainage

1. Orientation course on the basics of Paurashava administration

1. What kind of outputs were realized[39]

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

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

A handbook containing basic information required of Mayors and Councilors to run a Paurashava has been developed. It covers a broad range of topics as shown in the table below. Laws, rules and regulations, work processes, important concepts regarding local government operations are explained in plain and understandable language for elected representatives.

Chapters	Topics
Local government system of Bangladesh and the role of Paurashava	1) Paurashava in the local government system of Bangladesh 2) Local Government (Paurashava) Act 2009 and functions of Paurashava
Workings of Paurashava administration	1) Administrative structure of Paurashava 2) Roles of the Council in decision-making 3) Roles of standing committees 4) Citizens' participation 5) Financial management and taxation 6) Accounting and audit 7) Budget formulation 8) Procurement 9) Property registration and management 10) Office and information management
Good governance	1) Concept of good governance and leadership 2) Gender mainstreaming in Paurashava's activities

There had been no booklet available for Paurashava officials on basic information about local government operations, whilst such a booklet had been prepared for officials of rural local government institutions, namely, Union Parishad and Upazila Parishads under some projects. The handbook was therefore highly appreciated by Mayors of pilot Paurashavas, and its usefulness was acknowledged by LGD officials as well. Though it was prepared for Mayors and Councilors, its contents are useful for officers of Paurashavas and even new officials of LGD.

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[39] According to NILG personnel, based on experience with SPGP, NILG has come to organize a review meeting after implementation of each training course. Advice and support from the JICA local governance advisor for NILG also contributed greatly to this result.

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

A three-day training course covering the above-mentioned topics has been developed. NILG had provided a similar course to Paurashava Mayors in the past, but training materials had not been provided and the quality of sessions had not been reviewed. Taking these facts into consideration, SPGP and a task team of NILG jointly developed a new programme so that NILG can continue to implement it in the future using a handbook, which was to be developed by SPGP. Though lecturing is the main delivery method of this course because of a short time allocated to each session consisting it, small exercises were incorporated in each session of the pilot training for the purpose of facilitating the participation of Mayors and Councilors who are not used to listening for a long time.

SPGP received some observers from the Municipal Governance and Service Project (MGSP) supported by the World Bank in pilot training. MGSP recognized the importance of training of elected representatives and started basic training of representatives of their target Paurashavas.

2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas reach 3.6 on a four-point scale.

The mean scores on the level of understanding and level of satisfaction were 3.55 and 3.67 respectively. Though the former is slightly lower than the target score, it is considered good enough because councilors, which account for more than 90% of the participants, had never received training and one or two of them in each batch were even illiterate.

2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas reaches 3.5 on a four-point scale.

The mean score was 3.10, which is low compared to the target level. Though the handbook was prepared using as plain language as possible, the covered topics themselves are difficult for many councilors, about a third of which has a low level of education (the secondary or below). It should be noted that the actual level of understanding is difficult to measure by data collected through a questionnaire because councilors are rarely engaged in Paurashava's activities and it is not certain whether they had encountered situations to use the handbook by the time of data collection (a few months after the training).

2-e. (At least two) Core trainers for each training subject are developed.

All the NILG members covered in Training of Trainers (TOT) are used to implementing similar training courses for heads of local government institutions and familiar with the topics covered in this course. Therefore, instead of TOT, SPGP organized a preparatory meeting with them to provide some guidance. The SPGP team found the performance of NILG trainers during the training implementation good enough, which was also proven by feedback from participants.

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

Unlike other SPGP training courses, which aim to improve administrative capacity in a particular area, the objective of this training is to equip elected representatives with basic knowledge on a broad range of topics. Therefore, support activities at the Paurashava level were not carried out and therefore this output is not assumed.

2. How activities contributed to the realization of outputs

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

The training programme was developed in a way that it builds on similar training courses conducted previously by NILG and under various projects. In addition, because it had been assumed that NILG would continue to conduct this training in the future, the programme was developed in full consultation with them.

Many local professionals were involved in the preparation of the handbook. Because the handbook covers many topics, local consultants specializing in different fields were hired for drafting under strict quality control of the Japanese expert in charge with cooperation from a senior local consultant of SPGP. In addition, in the view of the future use of the handbook by NILG, the SPGP team requested NILG faculty members to review the first draft.

3. Actual problems the project team faced and corresponding actions taken

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

- The quality control of the Bengali draft was the most difficult part of the handbook preparation process. Because the contents of the handbook are mainly about existing laws, rules and regulations, it was drafted in Bengali from the beginning except for some sections written by the Japanese expert in charge. Though the Japanese expert commented on the translated draft twice during the process to improve the quality of the contents, it was not possible for her to control the quality of writing in the original Bengali text. Therefore, all local staff of SPGP were mobilized to check it. A professional editor was also hired to work on the final draft.

- The Japanese expert in charge and a local staff member kept close communication with individual NILG faculty members involved, which were more than 10, to work effectively in carrying out this training based on a trusting relationship between them and SPGP. SPGP members were initially not familiar with their practices in training preparation and implementation and in working under any project supported by development partner. However, because of close communication with each of them, this issue was gradually overcome and a very good relationship between NILG and SPGP was built, which resulted in improvement of implementation of this training.

4. Other efforts

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

- The SPGP team decided not to conduct TOT taking into consideration the abundant experience of NILG in this type of training and also their ownership in delivery of the training. Instead, the SPGP organized a preparatory meeting in which the local consultants who wrote the handbook briefly explained the content of each section and NILG trainers, with some support from those local consultants, planned how to organize each session. In addition, SPGP requested NILG to assign a combination of a senior trainer and a junior trainer to each session in order to contribute to the development of the latter’s skills.

- A short review discussion was held after the training of every batch, and after implementation of the last batch training in each fiscal year, a review session inviting all trainers and chaired by the Director General of NILG was held. This session clearly contributed to the improvement of training quality, which is seen in the results of evaluation by trainees.

5. Lessons to be used in other projects

It is desirable to have a local consultant capable of controlling the quality of deliverables prepared in local language and let him/her take the lead in the whole quality control process. The handbook prepared on this training was mostly about laws, rules and regulations and drafted in local language as mentioned above. It was therefore very tough for the Japanese expert to control the quality of the handbook. A good local quality controller would have assured the quality of writing in local language and made the whole process far more efficient.

2. Budget Management

1. What kind of outputs were realized

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

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

Before the implementation of SPGP, the budget and accounting practices at Paurashavas were not necessarily following related rules and regulations mainly because secretaries and accountants did not deeply understand such rules. At such Paurashavas, budget documents were not properly prepared based on rules. In some cases, necessary information was not included in such budget documents. Such budget documents were not prepared timely either.

Although there were several existing training materials on budget and accounting prepared by other donor agencies and governmental organizations, such materials were not necessarily contributing to the improvement of Paurashava operations. Such materials only explained related rules and regulations in many cases and they did not touch upon practical aspects.

Based on the issues identified at Paurashavas, “Handbook on Paurashava Budget formulation, execution and monitoring” and “Handbook on Paurashava Accounting and Reporting” were prepared by SPGP. The handbooks were approved by LDG before the end of project.

These handbooks do not only explain the related rules and regulations on budget and accounting. They mainly explain how to prepare and examine budget and accounting documents, so that Paurashavas can improve their practical aspects of budget and accounting using the handbooks.

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

Based on the handbooks mentioned above, a training course on “Paurashava Budget formulation, accounting, monitoring and reporting” was developed, which is a three-day training course for the secretaries and accountants / account officers of Paurashavas. This training course is targeting on the improvement of the operations at Paurashavas. Therefore, many exercises were prepared so that participants can deeply understand how to prepare budget and accounting documents.

2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas reach 3.6 on a four-point scale.

As the levels of understanding and satisfaction of the training course “Paurashava budget formulation, accounting, monitoring and reporting” for pilot Paurashavas were 4.00 and 3.79 respectively, they exceeded the original targets.

2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas reaches 3.5 on a four-point scale.

The operational handbooks were distributed in the training for pilot Paurashavas. The level of understanding of the operational handbook answered by the trainees was 3.77. It exceeded the original targets.

2-e. (At least two) Core trainers for each training subject are developed.

A TOT targeting on the ten staff members from NILG was conducted in July – August 2017. Out of the ten staff members, four were trained as trainers and six were as assistant trainers.

One of them participated in the "expanded training" for 21 Paurashavas other than pilot Paurashavas as a trainer, but his evaluation score was only about 2 (4 is the full-mark).

The six assistant trainers also participated in the expanded training and appropriately supported trainees to conduct exercises.

Output 3: Administrative and manageable capacity of the pilot Paurashavas is improved
The performance of the officials of pilot Paurashavas was expected to improve as follows:

Budget formulation: (i) Preparation of a budget document following rules and regulations; and (ii) Timely submission of a budget document

- (i) Preparation of a budget document following rules and regulations: The score[40] at the time of baseline survey (FY2014/15) was 1.86 and only one Paurashava out of seven prepared budget documents as specified in Paurashava Budget (preparation and approval) Rules,1999. At the time of project completion, the score reached 3.57 and it was confirmed that 6 Paurashavas out of seven properly prepared budget documents.
- (ii) Timely submission of a budget document: The score[41] at the time of baseline survey (FY 2014/15) was 2.43 as only four pilot Paurashavas out of seven submitted their budget documents to LGD before the end of June. At the time of project completion (FY2017/18), the score improved to 3.14 as all seven Paurashavas submitted budget documents before the end of June and one Paurashava submitted before the end of May, as specified in Paurashava Budget Rules 1999.

Accounting and budget monitoring: (i) Timely entry of accounting data and daily checking; (ii) Monthly checking (of cashbook); and (iii) Monthly budget monitoring

- (i) Timely entry of accounting data and daily checking: The score[42] improved from 2.14 to 3.00. However, it was confirmed that accountant's cashbooks were not updated more than one month in two pilot Paurashavas.
- (ii) Monthly checking (of cashbook): The score[43] improved from 3.14 to 3.57.
- (iii) Monthly budget monitoring: The score[44] increased from 1.29 to 3.29. However, no improvements were made at two Paurashavas where follow-up activities were not conducted.

2. How activities contributed to the realization of outputs

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

Upon the implementation of Paurashava capacity development, the SPGP team visited many Paurashavas, including pilot Paurashavas and other B category and C category non-pilot

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[40] The full mark is 4 and the target is 3.
[41] The full mark is 4 and the target is 3.
[42] The full mark is 4 and the target is 3.
[43] The full mark is 4 and the target is 3.
[44] The full mark is 4 and the target is 3.

Paurashavas to identify the major issues in budget and accounting processes, reviewing their budget and accounting documents.

In the field visits, it was confirmed that many Paurashavas did not use proper budget and accounting formats due to the lack of understanding on the existing rules. It was also confirmed that Paushavas did not update accounting formats very frequently (for example, cashbooks, which are supposed to be updated every day, were not updated for several months). Such problems were mainly identified at small-sized (B and C category) new Paurashavas.

Therefore, the SPGP team created handbooks and training materials which would contribute to the operational improvements of such Paurashavas. The handbooks do not only explain related rules and regulations, but they show the formats that Paurashavas have to prepare and update. As the training also targeted on the operational improvements at Paurashavas, many exercises were employed, so that trainees can deeply understand how to fill budget and accounting formats.

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

As mentioned above, we prepared handbooks which could contribute to the improvement of operations of Paurashavas. We also used many exercises in the training. In addition, we supported Paurashavas to enhance their financial management capacity through follow-up activities.

Originally, budget documents of Paurashavas were not prepared based on the prescribed formats defined in related acts and many necessary information were missing. Therefore, we provided capacity building supports on the preparation of budget documents and budget monitoring.

We also provided on-the-job training at Paurashavas on the use of various accounting ledger books so that Paurashavas can update such ledger books with confidence.

Exercises implemented in training

In the financial management area, such as budget formulation, accounting, budget monitoring, tax collection and tax assessment, Paurashavas are supposed to prepare and update many kinds of formats as specified in related acts, rules and regulations.

However, it was identified through the interviews with pilot Paurashavas that (i) Paurashavas did not use such prescribed format properly, (ii) Paurashavas did not input necessary data into such formats accurately, and (iii) update of such formats are delayed for several months. One of the examples is an accountant’s cashbook. Accountants at Paurashavas are supposed to register cash transactions in cashbooks on daily basis, but many pilot Paurashavas did not update them for a few months. In addition, Paurashavas did not check the consistency between the closing balances of cashbooks and the actual closing balances of bank accounts. Therefore, the SPGP team prepared handbooks of such financial management subjects, by which Paurashavas can easily understand what kind of formats they have to prepare and how to fill them. In the training, trainees carried out many exercises, by which they can be confident in filling such formats.

In the follow-up activities, we also monitored whether Paurashavas updated such formats on timely manner and provided necessary technical supports, in order to make sure that Paurashavas can improve their financial operations.

Question 4:

Tax collection amount and efficiency monitoring table

Year	Arrear Demand	Current Demand	Total Demand	Arrear Collection	Current Collection	Total Collection	Collection rate
1	*2*	*3*	*4(2+3)*	*5*	*6*	*7(5+6)*	*8(7/4)x%*
2011-12	120,000	1,500,000		200,000	900,000		
2012-13		1,500,000		210,000	850,000		
2013-14		1,500,000		230,000	900,000		
2014-15							

Figure: One of the exercises used in the tax training (calculation of tax collection efficiency)

3. Actual problems the project team faced and corresponding actions taken

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

Through the review of related legal documents, it was identified that some budget and accounting procedures were not well defined. In other cases, some budgetary and accounting procedures were defined in rules but not carried out by Paurashavas, because such procedures were outdated. In such cases, we identified general practices of other Paurashavas and introduced them as “recommended procedures” in the handbooks.

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

In some Paurashavas, accountants resigned after training. As such Paurashavas were not able to improve their budget and accounting procedures after the training, we provided additional on-the-job training on budget and accounting to new accountants when we visit them for the follow-up activities.

4. Other efforts

None

5. Lessons to be used in other projects

The SPGP team prepared many exercises in the training, so that trainees can deeply understand the budget and accounting procedures. In case many trainees could not successfully carry out some exercises, we repeated the same exercises (with different figures and conditions) so that they can be more confident.

Exercises are very strong tools to enhance the understanding of budget and accounting processes.

Good practices in budget management

Originally, budget and accounting capacity of pilot Paurashavas was not strong enough. For example, the budget documents prepared by pilot Paurashavas were overstated and accounting documents were not prepared timely. As a result, Paurashavas determined how to make budgetary expenditures, only after they knew the amounts of tax revenues. It was not possible to make quick expenditures in reaction to emergencies, such as natural disasters, either.

After they received the budget formulation, accounting and reporting training provided by SPGP, Paurashavas started update accounting documents and now they are able to monitor their budget executions on a timely manner.

Through enhancing budget monitoring, Paurashavas started avoiding making unnecessary spending and some of them increased budget allocations for public services and infrastructure development. One of the pilot Paurashavas carried out quick maintenance of the damaged river banks using the increased revenue surplus.

3. Tax management

1. What kind of outputs were realized

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

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

At the beginning of the project, the capacity of the pilot Paurashavas on tax collection and assessment was not sufficient, as they did not follow the tax collection and assessment processes as defined in the related rules and regulations due to the lack of understanding.

Other issue identified at pilot Paurashavas was that the tax revenue of such Paurashavas were not sufficient, Tax collection efficiency was not high and tax demand amounts were kept at the low level because tax re-assessments were not carried out.

Although there were existing training materials on tax collection and assessment prepared by other donor and governmental agencies, they were not necessarily contributing to the improvement of the capacity of Paurashavas on tax collections and tax assessments.

Based on such issues identified at Paurashavas and the review results of the existing training materials, the SPGP team prepared “Handbook on Paurashava Tax Collection” and “Handbook on Paurashava Tax Assessment”, which were approved by LGD. The handbooks explain procedures on tax collection and assessment with many tables and figures. The handbooks also explain how to fill formats with examples, so that Paurashava can improve the operational capacities.

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

Based on the handbooks mentioned above, the SPGP team developed a three-day training course on tax collection and assessment for secretaries, tax collectors and tax assessors of Paurashavas. As the main target of the training course was to improve the operational capacity on tax collection and assessment, many exercises were prepared as a part of the training course, by which trainees can deeply understand how to fill necessary formats in actual operations.

2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas reach 3.6 on a four-point scale.

As the levels of understanding and satisfaction of the training course “Paurashava tax collection and assessment” for pilot Paurashavas were 3.60 and 3.69 respectively, they reached the original targets.

2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas reaches 3.5 on a four-point scale.

The operational handbooks were distributed in the training for pilot Paurashavas implemented in May 2015. The level of understanding of the operational handbook answered by the trainees was 3.50 and it reached the original target.

2-e. (At least two) Core trainers for each training subject are developed.

A TOT targeting the ten staff members from NILG was conducted in July – August 2017. Out of the ten staff members, four were trained as trainers and six were as assistant trainers.

One of them participated in the “expanded training” for 21 Paurashavas other than pilot Paurashavas as a trainer. The evaluation score of his performance was 3 (4 is the full-mark), which is a satisfactory level.

The six assistant trainers also participated in the expanded training and appropriately supported trainees to conduct exercises.

Output 3: Administrative and manageable capacity of the pilot Paurashavas is improved.
The performance of the officials of pilot Paurashavas was expected to improve as follows:

Tax collection: (i) Improvement in tax collection efficiency; (ii) Timely preparation of demand and collection register; and (iii) Monitoring of tax collection amount

- (i) Improvement in tax collection efficiency: The average tax collection efficiency of pilot Paurashavas increased from 41% in FY2014/15 to 75% in FY 2016/17. The score on tax collection efficiency[45] also improved from 1.29 to 3.71.
- (ii) Timely preparation of demand and collection register: As many Paurashavas became capable to prepare demand and collection registers, the score[46] improved from 1.29 to 2.29.
- (iii) Monitoring of tax collection amount: Many Paurashavas now monitor ward-wise tax collection amounts every month and the score on tax collection monitoring[47] improved from 1.29 to 2.57.

Improvement in tax collection efficiency of pilot Paurashavas

From the figure below, which shows the tax collection efficiency (The ratio of actual tax collection amount to tax demand amount) of the last three years, it is obvious that the tax collection efficiency of all the pilot Paurashavas significantly improved.

After mayors and councilors received financial management training, they started emphasizing the importance of tax collection in TLCC or WC meeting, in which they have discussions with citizens. They also started encouraging citizens to pay tax. At the same time, tax demand amounts were revised properly through tax re-assessments. As a result, arrears on tax payments significantly decreased and the tax collection amounts increased[48].

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[45] The full mark is 4 and the target is 3.

[46] The full mark is 4 and the target is 3.

[47] The full mark is 4 and the target is 3.

[48] SPGP “ End-line Survey Report”, JICA SPGP Team, August 2017

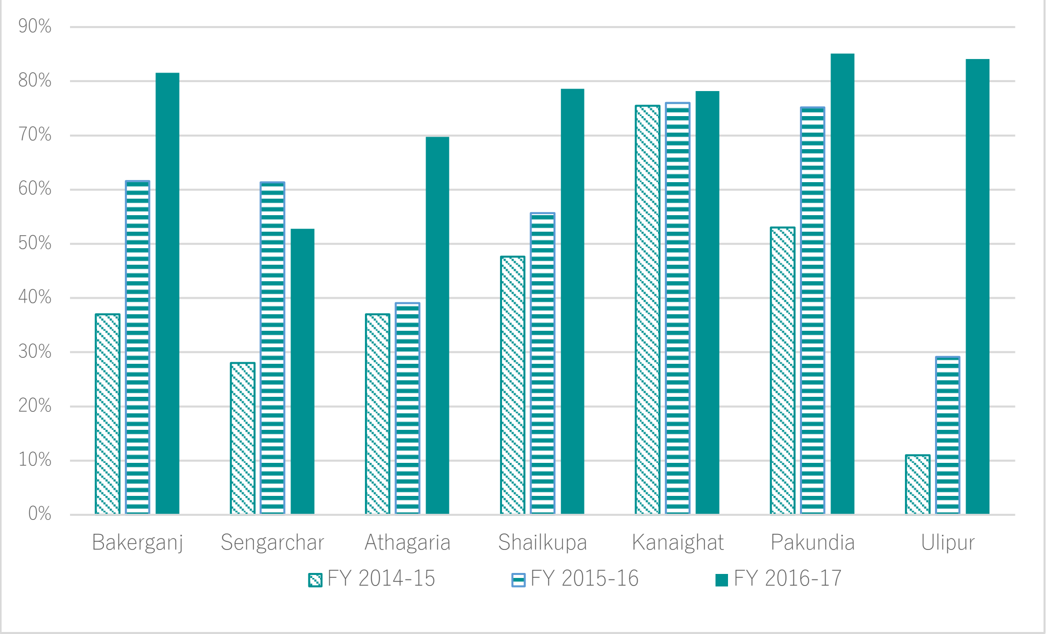

Figure: Changes in tax collection efficiency of pilot Paurashavas

Tax assessment: (i) Implementation of timely re-assessment; (ii) Increase in the total and average demand amount.

- (i) Implementation of timely re-assessment: In most Paurashavas, tax re-assessment, which is supposed to be implemented every five years, have been done. The score on timely re-assessment[49] increased from 3.14 to 3.86.
- (ii) Increase in the total and average demand amount: It was confirmed that the tax demand amounts increased more than 50% after the re-assessment, which is bigger than 5-year inflation rate. As a result, the score[50] reached 3.80 (the score was not obtained at the time of baseline survey).

2. How activities contributed to the realization of outputs

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

Upon considering how to enhance the capacity of Paurashavas on tax collection and tax assessment, the SPGP team visited many Paurashavas including pilot Paurashavas, especially B and C category Paurashavas to identify issues through reviewing tax related documents and ledger books.

The major issues identified through such field visits were i) tax collection efficiency was low in general, ii) ledger books, such as tax demand and collection registers, were not updated, and iii) tax re-assessments were not implemented for a long time (more than five years). It was also identified that tax assessors felt it was difficult to understand how to calculate tax demand amounts in re-assessment.

Therefore, the handbook on tax collection and tax assessment were prepared to address such issues, aiming to improve the operations of Paurashavas. In the training, many exercises were conducted, so that trainees (mainly tax collectors and tax assessors) can be confident in filling prescribed formats and they can improve the operations at Paurashava level.

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[49] The full mark is 4 and the target is 4.

[50] The full mark is 4 and the target is 3.

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

As mentioned above, the target on the development of training materials was to enhance the operations at Paurashavas. In the training, many exercises, which were prepared based on the actual operations at Paurashava level, were conducted. In addition, the SPGP team conducted follow-up activities so that the operational capacity of Paurashavas can improve.

As the tax collection formats used by Paurashavas were different from Paurashava to Paurashava, the SPGP team prepared a standard format based on the related rules and regulations. Through the training and follow-up activities the SPGP team gave instructions on how to use such formats in detail.

The tax re-assessment (of every 5 years) is carried out not only by tax assessors but also by staff members of other sections. Therefore, the SPGP team conducted additional training for such staff members of other sections in those Paurashavas where re-assessment was conducted.

3. Actual problems the project team faced and corresponding actions taken

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

Although existing rules and regulations explain how to carry out re-assessment, the level of understanding of the Paurashava secretaries and tax assessors on the method of tax assessment was not high enough. Therefore, the SPGP team developed calculation sheets for tax assessment and introduced them in the handbook and training. Through training, it was confirmed that tax assessors can fully understand the re-assessment calculation methods, using such calculation sheets.

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

One of the main reasons why Paurashavas could not increase the tax collection efficiency and tax demand amounts was the attitudes of mayors and councilors. Such elected representatives were reluctant to collect more tax from citizens in order to avoid losing their supports. Therefore, in the financial management training for elected representatives, the SPGP team explained why tax collections were essential for Paurashavas and how to avoid conflicts with citizens. As a result, mayors and councilors started showing positive attitude towards tax collections and this led to the increase in tax collection amounts.

4. Other efforts

None

5. Lessons to be used in other projects

Through the interviews with Paurashavas, it was identified that the positive attitude of mayors and councilors was the key for the increase in tax collection at Paurashavas. Therefore, it can be concluded that tax collection training for secretaries, tax collectors and tax assessors was important, but the financial management training which gives motivation to elected representatives was equally necessary.

Good practices in tax management

Originally Paurashavas did not have sufficient tax revenues, as their tax collection efficiencies were very low and tax demand amounts were also set at low levels through tax assessments. Therefore, such Paurashavas used tax revenues mostly for the payments of salary of its officers and staff. In some Paurashavas, such salary payments were delayed for a few months.

The underlying issues of such problems were (i) tax collectors and tax assessors of Paurashavas did not have proper knowledge and experiences and (ii) elected representatives, such as mayors and councilors, were not cooperative to the increase of tax revenue as they wanted to avoid any conflicts with citizens.

After financial management training was given to such elected representatives, they became more cooperative to tax collection activities as they started understanding why tax collections were essential for Paurashavas and how to convince citizens to pay tax.

Tax collectors of Paurashavas also improved the accuracy and timeliness of tax collection works after they received tax training and they also started making efforts to increase tax collections, such as through tax collection campaigns.

As a results, many pilot Paurashavas significantly improved tax collection amounts. Pilot Paurashavas now make salary payments on time and some of them increased budget allocations for the maintenance of infrastructure.

4. Financial Management for Elected Representatives

1. What kind of outputs were realized

Output 2: Administrative and manageable capacity of the pilot Paurashavas is improved

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

Through the interviews at pilot Paurashavas, it was identified that mayors and councilors did not fully understand the practical aspects of budget, accounting, tax collection and tax assessment. At the same time, it was confirmed that the level of satisfaction of citizen increases when mayors and councilors explain how the funds collected from citizens as tax were used (for example for the development of infrastructure).

As mayors and councilors are involved in the decision making of budget, accounting, tax collection and tax assessment (not in the practical processes), Handbook on Financial Management for Elected Representatives was prepared by SPGP to present the overall information necessary for the decision-making and also to explain the importance of tax collections and budget reporting. The handbook was approved by LGD before the end of the project.

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

Based on the handbook mentioned above, a training course "Financial management for elected representatives" was developed. This is a two-day training course for mayors and councilors. This training explains the overall information necessary for the decision-making for budget, accounting, tax collection and tax assessment. It also explains why tax collection and budget reporting are essential for Paurashavas.

2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas reach 3.6 on a four-point scale.

As the levels of understanding and satisfaction of the training course "Financial management training for elected representatives" for pilot Paurashavas, implemented in the 2nd year of the project, were 3.59 – 3.68 and 3.66 – 3.68, they exceeded the original targets.

2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas reaches 3.5 on a four-point scale.

The level of understanding on the handbook was not confirmed. However, because the level of understanding of the training, which was implemented using the handbook, was high as mentioned above, it was presumed that the level of understanding of the handbook was high enough.

2-e. (At least two) Core trainers for each training subject are developed.

A TOT targeting the ten staff members from NILG was conducted in July – August 2017. Out of the ten staff members, four were trained as trainers and six were as assistant trainers.

Two of them participated in the "expanded training" for 21 Paurashavas other than pilot Paurashavas as a trainer, but the evaluation score of their performance was about 2 (4 is the full-mark).

The six assistant trainers also participated in the expanded training and appropriately supported trainees to conduct exercises.

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

Although this training program covers issues on budget, account, tax collection and tax assessment, mayors and councilors are not directly involved in the administrative works at Paurashavas. Therefore, this training program was not supposed to contribute to improve the administrative and management capacity of Paurashavas.

However, mayors and councilors became more cooperative to tax collection and tax assessment after they received training.

2. How activities contributed to the realization of outputs

Output 2: Administrative and manageable capacity of the pilot Paurashavas is improved

At the beginning, the contents of the financial management training for elected representatives were focusing on more practical aspects and it was mainly explaining the budget, accounting, tax collection and tax assessment procedures. However, through the interviews with mayors and councilors, it was identified that they were not necessarily supporting tax assessment and tax collection. It was also confirmed that their negative attitude lowered the tax collection efficiency at Paurashavas. Therefore, the training contents were revised to emphasize why tax collections and tax revenue are essential for Paurashavas.

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

As mentioned above, the main target of the financial management training for elected representatives was to enhance their understanding of the importance of tax collection and tax revenues. Ultimately, it aimed to change the attitude of mayors and councilors to be cooperative to the tax collections by tax collectors.

3. Actual problems the project team faced and corresponding actions taken

Output 2: Administrative and manageable capacity of the pilot Paurashavas is improved manageable

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

At the beginning of the project, the training contents were more focused on practical aspects of budget, accounting, tax collection and tax assessment. However, mayors and councilors did not pay much attention to such practical aspects and some of them had problems in reading and calculation. Therefore, the handbook and the training materials were mostly revised to be eye-catching, using many figures and diagrams.

4. Other efforts

As mentioned above, the SPGP team emphasized the importance of the tax collection and tax revenue to mayors and councilors through training, so that they can be more cooperative to tax collection. In addition, many figures and diagrams were used in training materials, so that mayors and councilors can understand the training contents very easily.

5. Lessons to be used in other projects

As elected representatives, such as mayors and councilors, do not fully understand practical aspects of finance, the contents of the training should be more simplified.

In addition, it seems necessary to understand the motivation of mayors and councilors, when preparing the training courses for them. As elected representatives are typically motivated to increase the satisfaction of citizens (voters), training is more convincing when it implicitly explains how to gain the supports of citizens.

5. Citizen Participation

1. What kind of outputs were realized

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

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

The handbook on the citizen participation through Ward Committee (WC) and Town Level Coordination Committee (TLCC) is developed and approved by LGD. WC and TLCC are the official institutional system at the Paurashava level for promoting the citizen participation. Unified explanation on the citizen participation at the Paurashava level become available and concise explanation on the citizen participation can be reached to the field level as a result of the developed and approved handbook.

2-b. More than 15 Training courses to enhance Paurashavas capacity to perform core functions are developed.
Training design and materials are developed based on the above-mentioned handbook. In addition, the basic function of training execution is established: the function of training management and implementation is transferred to NILG during the period of project extension through delegating all function of training to assigned NILG trainers.

2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas reach 3.6 on a four-point scale.
Although training evaluation on the training handled by SPGP had reached to over 3.6 out of 4.0 in full during the original project period, it didn't reach 3.6 during the period of project extension: self-understanding is 3.45 and training satisfaction is 3.46. This is because the project didn't assign an experienced SPGP local consult as a trainer intentionally for promoting the transition of function of training implementation and management to NILG. While the final training didn't reach the target score slightly, it had more important accomplishment on the establishment of basic function of training execution at the Bangladesh side.

2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas reaches 3.5 on a four-point scale.
This indicator was already accomplished as reported at the midterm evaluation: the level of understanding on the handbook reached 3.52.

2-e. (At least two) Core trainers for each training subject are developed.
Three NILG staff members became trainers in extended training and their performance was evaluated as core trainers. Their skill as trainer (mainly presentation skill) reached 3 (target level) out of 4. But all of three did not reach the target level in other skill items. With regard to facilitation in exercise, there was a problem in time management. The problem can be easily solved and we gave such advices to trainers in consultation after the OJT.

Output 3. Administrative and manageable capacity of the pilot Paurashavas is improved.
The performance level on WC and TLCC activity fixed in PDM is checked before terminating the project and the steady progress of their performance is confirmed. Regarding the establishment of WC and TLCC, although some pilot Paurashavas had just established TLCC

or WC (Level 1) before the project, all of 5 pilot Paurasahvas have established both of them (Level 3). As for the WC and TLCC activity, although WC and TLCC meetings had been rarely held, one Paurashava has reached Level 4(both WC and TLCC meetings are held four times per year), two are Level 3 (both WC and TLCC meetings are held more than two times per year), and two are Level 1 (either WC or TLCC meetings are held more than one time per year). Although the quality of meeting minutes had not been checked before the project, two Paurashava has reached Level 3 (three important contents are included), one is Level 2 (two important contents are included), and one is Level 1 (one important content is included) through checking available documents of four Paurashavas.

2. How activities contributed to the realization of outputs

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

The training design and materials were revised reflecting the experience obtained from the training implemented two times during the original project period. In addition, training design and materials were reviewed again before implementing the extended training and the training program was well refined. The training has become more appropriate for training target people and easily operational for the training implementing institute because of the repeated reviews.

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

While the project conducted regular follow-up for pilot Paurashavas and collected information on WC and TLCC activities by pilot Paurashavas during the project period, the SPGP team intentionally showed its high concern to the stakeholders concerned at the Paurashava level through watching the activities by pilot Paurashavas closely. The SPGP team intended to give moderate tension to the pilot Paurashavas for securing the regular WC and TLCC meeting.

The stakeholders at the Paurashava level informed that they had a chance to inform Paurashava residents of the issue on tax collection directly through regular WC and TLCC meeting and it contributed to the improvement of tax collection. WC and TLCC are an important institutional system to reflect the residents' opinion on local public activities such as monitoring, budgeting, and development plan formulation, and expected also to contribute to the various aspect of local governance in the future.

Additionally, the draft detailed implementation rule of TLCC is prepared reflecting the information obtained from the training and follow-up after the training, and this is also considered an important contribution to the improvement of Paurashava administrative activities in the future. The detailed implementation rule of TLCC is not yet enacted as of August 2018.

3. Actual problems the project team faced and corresponding actions taken

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

Two pilot Paurashavas out of five does not become accustomed to hold regular meetings of WC and TLCC through to the end. Although the SPGP team took special measures such as inquiring individual situation and visiting the Paurashavas concerned in addition to the common workshop and regular monitoring, they have not reached the expected level.

4. Other efforts

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

While the training programs implemented at the pilot Paurashava included general citizen, their literacy level was recognized to be very low and it was difficult to conduct training only using character-based materials. Therefore, trainers were very careful to rephrase the contents of character-based presentation orally and exercises were conducted through dialogue with the use of character-based materials. Furthermore, questionnaire on training evaluation is prepared with the alternatives using symbol and picture in addition to character-based ones.

5. Lessons to be used in other projects

A portion of pilot Paurashavas does not become accustomed to hold regular WC and TLCC meetings as mentioned-above. Certain initiative of the Mayor is indispensable for improving the capacity of local public administration and, especially, steady and continuous leadership only can improve the basic function such as holding regular WC and TLCC meetings. It is recognized that some Mayors don’t stay in concerned Paurashava and return only for the Paurashava meeting. Consequently, it is rather difficult for them to exercise steady and continuous leadership. It is recommended that one of considerations is given to the commitment of leaders when the project selects pilot sites related to the improvement of local public administration.

Good practices in citizen participation

Although a part of pilot Porushavas had organized Ward Committees (WC) and Town Level Coordination Committee (TLCC) for the purpose of promoting citizen participation before starting SPGP, they had hardly been active. All of pilot Paurashavas have organized both WC and TLCC and held WC and TLCC meetings since the implementation of training program by SPGP.

Concerned stakeholders such as Mayor, Councilors, officials recognize the importance of TLCC and WC, learn how to promote the communication with citizen, and become capable of catching the needs and opinions of citizen through holding WC and TLCC meetings. They also well recognize the effect of citizen participation through the activities of formulating a development plan and tax collection, which are supported by SPGP. Consequently, citizen is well informed about tax collection and usage of tax collection and effective implementation of development activities and improvement of rate of tax collection are promoted. In addition, the pilot Paurashavas disclose a draft budget plan at WC and TLCC meeting and formulate the budget reflecting opinions from citizen representatives. Such efforts are consistent with the policy of information disclosure fixed in the National Integrity Strategy of Bangladesh Government and citizen appreciates them because of establishing public accountability.

Furthermore, the training on citizen participation invited WC and TLCC members who are common residents including impoverished female group. They highly appreciated a chance to learn the importance of citizen participation and right to monitor the activities of public administration. It is considered that the project activity has an impact for the empowerment of impoverished female group.

6. Development plan

1. What kind of outputs were realized.

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

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

There are no government guidelines and rules regarding development plan of Paurashavas whilst development plans had been prepared for some Paurashavas under different projects. Given the situation, SPGP prepared a handbook with the aim to propose a system for preparation of development plan of Paurashava. The handbook describes the appropriate contents of Paurashava development plan, roles of concerned actors as well as the method to involve citizens in the planning process.

The handbook explains how Paurashavas can develop their own development plan in detail and is designed in a way in which Paurashavas can develop their plan by filling in the forms provided in the handbook based on the results of analysis and discussions made by themselves.

The handbook is not a government guideline but has been approved as a government document describing the contents of Paurashava development plan and the method to prepare it. It is expected that the government will issue a guideline based on the handbook in the near future.

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

A three-day training course on preparation and implementation of Paurashava development plan has been developed based on the handbook. It is the first government training course on development planning of Paurashavas in Bangladesh. The course focuses on exercises to simulate development planning steps. The exercises were designed to have Mayor, Councilors and officers analyze their Paurashava's development situation, discuss various matters and fill in provided forms based on the results of such analyses and discussions.

2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas reach 3.6 on a four-point scale.

The mean scores of the understanding and satisfaction levels of the participants regarding the training were 3.51 and 3.52 respectively. Though those scores did not reach the target, the SPGP team found the results good enough given the fact that almost all trainees had not even known what development plan is. The good results were probably owing to the effect of many exercises conducted during the training.

2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas reaches 3.5 on a four-point scale.

The mean score was 3.28, which was lower than the target. Because councilors, which accounts for 80% of the trainees, had a low level of education and know little about Paurashava's operations, the SPGP team found the results good enough.

2-e. At least two trainers are developed as core trainer.

According to the assessment of trainers' performance by SPGP local staff, 1 out of 5 main trainers and 2 out of 12 groupwork facilitators obtained a satisfactory score (3 points out of 4). Out of the remaining trainers and facilitators, 1 main trainer and 3 groupwork facilitators have the potential to perform the responsibility of the main trainer and group work facilitators, respectively if they get more opportunities.

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

The performance of the officials of pilot Paurashavas was expected to improve as follows:Preparation of development plans in line with the operational handbook.All of the 5 pilot Paurashavas prepared their own development plan by going through all planning steps described in the handbook. The development plan covers all the contents the handbook suggests covering and was approved by their respective council.

2. How activities contributed to the realization of outputs

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

Various issues were taken into consideration in preparing the handbook. First of all, the SPGP team tried to build on the past government efforts in determining the contents of development plan and planning method. During the process, the SPGP team reviewed development plans introduced to different tiers of local governments under various projects over the last decade and clarified the pros and cons of those plans. Secondly, the SPGP team explores the plan contents and planning method which are best suited for Paurashavas, taking into consideration both what the plan of "urban local government" should be like and the actual planning capacity of Paurashavas. For this, the SPGP team had rounds of discussions with local experts. An initially proposed planning method was tested in pilot Paurashavas. It was improved applying lessons learnt from pilot Paurashavas to better suit Paurashavas' situation and make it more user-friendly.

In developing the training course, the Japanese expert and local staff member who knows the capacity of Paurashava officials very well carefully examined how to construct and facilitate exercises, with the intention to have trainees understand the contents of the training through exercises rather than lectures.

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

The SPGP team supported each pilot Paurashava in preparation of their own development plan in the period of 10 months. During the process, local staff of SPGP provided on-site technical support supplemented with assistance over the phone and skype. Though the process was sometimes delayed because of the weak capacity of the Paurashavas as well as shortage of their manpower, the local staff of SPGP stuck to an advisory role only and patiently supported planning activities by Paurashava officials themselves rather than doing the activities in place of them.

3. Actual problems the project team faced and corresponding actions taken

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

The biggest concern of the SPGP team during the handbook preparation was whether it would be possible to prevent Paurashavas from making a project/activity list, which is the core of the development plan, a “wish list.” It is very common in Paurashavas to prepare an unrealistic annual budget to appeal for more funds as well as to show a big picture to inhabitants. The context behind this was that the size of their revenue from internal sources and regular grants from the government is very small whilst some Paurashavas receive a far larger amount in the form of special allocation from the government or project support, both of which are not predictable. The handbook suggests preparing a realistic project/activity list containing: 1) projects/activities which can be implemented by internal revenues, regular grants and other revenues with high certainty; and 2) projects/activities which they plan to propose to local governments at higher tiers which covers the area of the Paurashava under their jurisdiction and to government agencies operating at the local level. However, through the pilot activities, it turned out that it was very difficult to prevent Mayor and Councilors from putting financially unfeasible projects in the project/activity list unless the government regulates such act by rules. Under the circumstances, the SPGP team proposed in the handbook to separate projects/activities for which funding is uncertain and compile those in a list of “projects/activities requiring resource mobilization from external sources”. In this way, the projects/activities the Paurashava actually plans to implement and those they seek for funding from external sources become clear to concerned people as well as citizens. This also makes it easy for the Paurashava to monitor the implementation of the development plan.

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

- During the field-level support activities in pilot Paurashavas, the most difficult part was to keep Paurashava officials motivated to prepare a development plan of their own. In the Paurashava’s context, support for governance improvement under a development partner-supported project generally comes along with investment. It is particularly the case when they are supported for preparation of development plan. The absence of investment disappointed them and consequently made it difficult for the SPGP members to keep their sprit high for the preparation of development plan. There was no effective way to overcome this difficulty but SPGP local staff tried their best to establish a trustful relationship with Paurashava officials by providing support with care and sincerity whilst the Japanese expert encouraged Paurashava officials by participating in their dialogues with citizens as well as their internal meetings by skype during the period of travel ban imposed on Japanese consultants.

- The Japanese expert became unable to support development planning activities on site or from Dhaka after the terrorist attack in Gulshan, which occurred only 3 months after SPGP started support activities for development plan preparation. The SPGP team decided to continue support activities without interruption to prevent the loss of motivation of the Paurashavas, which had just completed identification of citizens’ needs in open meetings. SPGP local staff continued support activities in the following 7 months in close communication with the Japanese expert over the phone and skype. As a result, all the Paurashavas managed to develop their own development plans with good quality.

4. Other efforts

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

It had been assumed that LGD would have to review the handbook on this subject more carefully than other handbooks because its content is not rule-based but a proposal under the circumstances that the government does not have guidelines nor rules regarding development planning of Paurashavas. Therefore, the SPGP team paid careful attention to making the content of the handbook agreeable for the government. Specifically, the team kept in mind the following matters in the preparation process of the handbook: 1) to fully consult PD on the content; 2) to build on the past efforts of the government under various projects; 3) to obtain sufficient advice from a SPGP senior consultant who is ex-government official and has experience in the subject; and 4) to involve concerned government actors. As a result, the final draft was largely accepted by the LGD review team.

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

An external expert was taken in as an co-opt member of the Urban Planning, Citizen Services and Development Standing Committee of each pilot Paurashava, which the Local Government (Paurashava) Act 2009 allows Paurashava to have in any standing committee. Though it did not always work well, in those Paurashavas which hired an appropriate person, the co-opt member contributed greatly to the preparation of development plan.

5. Lessons to be used in other projects

Though the tools (handbooks and training materials) and a training course for Paurashavas' capacity development were developed as planned, that does not necessarily lead to preparation of development plan by all Paurashavas. There is little incentive for many Paurashavas to prepare a development plan under the circumstances that financial resources for development activities are scarce and the amount of funds allocated from the government vary greatly among Paurashavas. The preparation of development plan by Paurashava is dependent highly on the will of Mayor unless the government issues a guideline or rules on it or it is linked to allocation of government funds. It is desirable to address this issue when support is provided for the preparation of development plan.

Good practices in preparation and implementation of development plan

None of the supported pilot Paurashavas had prepared a development plan in the past. Development activities of the Paurashavas had generally been decided without a long or medium-perspective and consultation with citizens. The inhabitants of the Paurashavas had not been informed of what the Paurashava was going to do and project selectin processes had not been clear to them. Besides, priority had always been given to infrastructure development works and social development activities had not been given due attention.

SPGP developed a handbook which explains the method of development planning and provided training on it to officials of pilot Paurashavas. Following the training, SPGP supported them on each step of development plan preparation such as identification of citizens' needs, an analysis of development and financial situation of the Paurashava, setting of a development vision, and selection of priority development activities.

In Kanaighat Paurashava, procurement activities have been conducted in a planned manner following the development plan, and consequently, the efficiency of implementation of development works has improved. In addition, because of involvement of citizens in the planning process, citizens have become cooperative on the Paurashava's development works, and the Paurashava implemented some social development activities according to citizens' demand.

Bakerganj Paurashava used the plan to obtain funds from different sources and managed to secure funding from some sources for some projects. Besides, just like Kanaighat Paurashava, they have come to allocate some funds to social development activities.

Sengarchar Paurashava and some other Paurashavas now attaches an annual plan to implement their 5-year development plan to their annual budget.

7. Monitoring of Paurashava's activities

1. What kind of outputs were realized

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

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

The Paurashava council has not been functioning effectively mainly due to the weak capacity of councilors. A common scenario is that Mayor decides everything, and councilors do not check activities of the Paurashava. With the aim to develop the capacity of the council to monitor Paurashava's activities, SPGP prepared a handbook which proposes a system and method of monitoring by the council utilizing standing committees. The handbook focuses on monitoring of three critical areas of Paurashava's operations, namely, collection of holding tax, budget execution and development plan implementation. It explains the flow of monitoring activities and the points to check when the council and standing committees examine reporting documents prepared by Paurashava officials on the above three areas.

The handbook is not a government guideline but has been approved as a government document on monitoring of Paurashava's activities by the council and standing committees. It is expected that the government will issue a guideline based on the handbook in the near future.

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

A two-day training course on monitoring of Paurashava's activities by the council and standing committee has been developed based on the handbook. As far as the SPGP team can tell, it is the first training course on monitoring by the local government council and standing committees in Bangladesh. Because the subject is new to Paurashavas, the course is designed in a way in which trainees can learn mainly though exercises. To make exercises as much as practical, exercise materials were developed based on actual reporting documents prepared by a pilot Paurashava.

2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas reach 3.6 on a four-point scale

The levels of understanding of and satisfaction with the training were scored 3.40 and 3.54 respectively on average. The session of tax collection monitoring was easily understood by participants because of its simple method and their familiarity with the matter whilst those of budget execution monitoring and development plan implementation monitoring were new to them and difficult to understand well only within the 2-day training. Practices will be required for councilors to get used to the latter areas.

2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas reaches 3.5 on a four-point scale

The mean score was 3.42. It could have been overrated considering the fact that 80% of the participants were councilors who are not familiar with the subject at all and that councilors actually needed substantial support from SPGP local staff in actual monitoring activities.

2-e. At least two trainers are developed as core trainer.

Four courses were conducted after TOT with NILG trainers. According to the assessment of trainers' performance by SPGP local staff, 2 out of 3 main trainers and 1 out of 6 groupwork facilitators obtained a satisfactory score (3 points out of 4). Out of the remaining trainers and facilitators, 1 main trainer and 3 groupwork facilitators have the potential to perform the responsibility of the main trainer and group work facilitators, respectively if they get more opportunities.

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

The performance of the officials of pilot Paurashavas was expected to improve as follows: Timely reporting of monitoring results by relevant standing committees to the council, and implementation of decisions by the council about their recommendations.

Though some progress has been observed in all the pilot Paurashavas, their continuous engagement in monitoring activities remains a challenge. Monitoring of Paurashava's operations by the council and/or standing committees had not been a practice in any of the pilot Paurashava before SPGP's intervention. In the area of development plan implementation, monitoring had not even been possible before SPGP due to the absence of development plan. By the end of the project period, only in two Paurashavas, the council has taken decisions based on regular reporting of monitoring results by standing committees. In another Paurashava, monitoring results have been reported regularly to the council but the council has not taken any decision regarding them whilst in the remaining 2 Paurashavas, the standing committees did not hold meetings in the third quarter for which SPGP local staff was unable to provide on-site support. Though some impacts of monitoring have been observed (See the box of good practices given in the next page), the SPGP support period was not sufficient to make them aware of the benefits of monitoring and to make monitoring activities routine matter for them. Given the fact that Mayor and officers are not motivated to be checked on their action, the continuation of monitoring activities by those Paurashavas might be difficult unless the government issues a guideline or rules regarding it or councilors take initiatives.

2. How activities contributed to the realization of outputs

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

In preparing the handbook, the SPGP team made various groundwork and considerations to work out a most appropriate monitoring system for Paurashava. There is no system of monitoring of local government activities by their council in any categories of local government in Bangladesh. Therefore, the Japanese expert in charge collected information about systems of other countries and discussed with a senior local consultant what an appropriate internal monitoring system for Paurashavas should be like. The SPGP team also tried to propose a system using the existing administrative structure and decision-making mechanism of Paurashava specified in the Local Governance (Paurashava) Act 2009, rather than creating a new structure.

The draft handbook has been improved slightly based on lessons learnt from support activities for pilot Paurashavas. It could have been improved substantially if there had been enough time for support activities to cover an annual monitoring cycle.

The training course was developed and implemented with a special focus on exercises in the light of the assumed capacity of councilors to understand the content of the handbook. To make the exercises as practical as possible, the SPGP team collected actual tax collection statements, receipt and payment statements and annual action plans of 5-year development plan from pilot Paurashavas and prepared exercise materials based on them.

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

Because the content of the handbook had been presumed to be difficult for councilors to follow by themselves immediately after the training, the target level the SPGP team pursued in field-support activities was to have Paurashava officials practice monitoring activities in one way or another and to make them routine activities for them. SPGP local staff visited Paurashavas quarterly to help discussions in relevant standing committees on progress of tax collection, budget execution and development plan implementation. Those standing committees were initially making abstract recommendations as had been expected, but the quality of recommendations has gradually improved because of technical support from SPGP local staff.

3. Actual problems the project team faced and corresponding action taken

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

Because the handbook proposes a system and method of monitoring of Paurashava's operations by the council, on which neither guidelines nor rules are prescribed by the government, SPGP had planned to prepare a draft handbook in close consultation with LGD. However, the first draft was prepared when the Urban Wing of LGD was in a transitional period and both the new Additional Secretary and new PD were occupied. Under the circumstances, the SPGP team requested comments from an NILG faculty member who is on deputation and had previously served as Chief Executive Officer of two Paurashavas, in order to make sure that the content of the draft is in line with any relevant government rules and practices.

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

Monitoring following the method proposed in the handbook requires preparation of some reporting documents by Paurashava officers. Though the preparation of most of those documents are required by law or rules, many mistakes in the documents were found during the quarterly meetings of relevant standing committees. Given the situation, SPGP local staff supported officers in document preparation, which was not within the original scope of support activities though. SPGP local staff also suggested that the standing committees submit to the council a recommendation on preparation of accurate documents by officers.

4. Other efforts

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

The SPGP team requested participation of the NILG faculty member mentioned above, not only in the handbook preparation, but also in all the stages of training preparation and implementation including implementation of pilot training, implementation of TOT for other NILG faculty members, and implementation of training of 20 Paurashavas in cooperation with NILG trainers. Because he has experience in Paurashava's operations, knows well about councilors' capacity and is familiar with experience and knowledge level of NILG trainers, his contribution to every activity related to this training was notable.

5. Lessons to be used in other projects

Monitoring of Paurashava's activities by the council and standing committees is not a task required by law. Besides, there is little incentive for Mayor and officers of Paurashava who execute day-to-day operations of Paurashava to initiate monitoring by the council and standing committees. Although it is desirable that councilors take initiative in this regard, it is difficult to motivate them only by training. In order to make this type of internal monitoring of local government institutions work nation-wide, it is necessary to demonstrate its benefit to the government as well as local government institutions themselves. That requires a long-term support on the ground. Unfortunately, there was not enough period of follow-up on the training under SPGP to demonstrate such benefit.

Good practices in preparation and implementation of development plan

The council of the five pilot Paurasahavas of SPGP had not been monitoring the status of revenue collection, budget execution and implementation of development activities regularly. Consequently, there had been a large gap between their revenue and expenditure estimates (annual budget) and actual revenue and expenditure. Nevertheless, such a situation had not been discussed in the council and therefore measures to improve it had not been taken. In addition, although the Engineering Division was tracking the progress of implementation of each development project, there had been no plan on development activities and implementation of projects had been decided on an ad-hoc basis.

SPGP developed a handbook which explains the method of monitoring by the council and standing committees and the points to be checked in monitoring and provided training on it to officials of the pilot Paurashavas. Following the training, SPGP supported them on quarterly monitoring activities by standing committees.

Though the period of support was not long enough to cover the annual cycle of monitoring, some outcomes have been observed in those Paurashavas. For example, the council of Sengarchar Paurashava discussed the results of quarterly monitoring and decided to link allocation of funds for priority projects of each ward to their tax collection performance. As a result, tax collection in several wards increased, which led to the highest total tax collection in the last four years. The council also evaluated the Paurashava's annual tax collection performance after the closing of the fiscal year and decided to make a task team for each ward to accelerate tax collection performance in the current fiscal year.

Kanaighat Paurashava has improved efficiency in project execution as a result of quarterly monitoring and subsequent action based on monitoring results. Mayor and councilors also visited project sites to check the progress of implementation. In the area of tax collection monitoring, poorly-performed wards were identified as a result of quarterly monitoring and councilors of those wards were requested to step up efforts. That led to an increase of annual collection efficiency.

8. Masterplan implementation

1. What kind of outputs were realized

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

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

Any official manual and guideline regarding Master Plan Implementation were not existing before SPGP, only presentation and training materials for seminars and trainings conducted by experts were available. As the result of preparation of the Master Plan Implementation Handbook and approval by the Government, urban and town planners and engineers are able to obtain the handbook which is to be officially used at the national level, and to effectively implement the existing and new Master Plans.

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

No official Master Plan Implementation training was conducted before SPGP. A training for master plan implementation has been conducted in Municipal Support Project (MSP) of LGED supported by the World Bank, but it was a project training, not an official training. Since the Master Plan Implementation Training was developed with the handbook and training materials prepared in SPGP, the framework of the training was established for LGED to implement the program.

2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas reach 3.6 on a four-point scale.

The scores of understanding of the trainings by the trainees were 3.38 for the 1st training, and 3.43 for the 2nd training. The technical level of the trainees was mostly not high, and the implementation and management of Master Plan needs ample knowledge and experiences because Master Plans are comprehensive plans. The levels of understanding and satisfaction were a bit lower than the target levels because a duration of 3 days are not sufficient for the training, and both the trainees and trainers had little experience to use Master Plans practically.

2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas reaches 3.5 on a four-point scale.

The scores of understanding of the handbook by the trainees were 3.31 for the 1st training, and 3.43 for the 2nd training. The analysis of reason is stated as above.

2-e. (At least two) Core trainers for each training subject are developed.

The scores of performance of the 4 trainers out of 7 candidates for trainer for the training including Town Planners and Engineers of LGED were more than 3 in 4 grading evaluation. As stated above, the implementation and management of Master Plan requires ample knowledge and experiences, and the training of Master Plan Implementation combined with TOT for LGED staff was held only once in SPGP. However, the core trainers of the training have been developed, and trainers are expected to develop their skills through continuous implementation of the trainings after SPGP.

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

The performance of the officials of pilot Paurashavas was expected to improve as follows: Improved understanding of the existing Master Plan and readiness for its implementation.

Only 3 Paurashavas out of 5 for infrastructure training in SPGP have Master Plans. Even these Paurashavas used the Master Plan only as a map and did not understand its importance. Though they have not yet implemented activities according to the Master Plan, the Paurashavas, as a result of SPGP's intervention, fully understand the significance and importance of the implementation of Master Plan.

2. How activities contributed to the realization of outputs

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

Before commencement of preparation of the handbook, field visits for Paurashavas which had Master Plan within the Pilot Paurashavas in SPGP and even out of the Pilot Paurashavas were conducted to study the actual situation of implementation of Master Plan and Paurashavas' needs for the implementation. Based on the result of the study, feasible methods of implementation by Paurashavas were adopted in the handbook. Before the implementation of trainings, a discussion session on the handbook was conducted with LGED Engineers to review the handbook and to train the Engineers in lecture and facilitation of exercises as well. This session contributed to the improvement of the handbook which was made more suitable for the activities of Paurashavas and provided effective guidance to LGED trainers. In the Master Plan Implementation Training, exercises using Master Plans owned by each Paurashava were conducted along with lectures, advising how to start implementation of the Master Plan by the Paurashava Engineers practically. The SPGP members continued to improve the handbook incorporating the opinions of Paurashava officials collected through follow-up activities on the training.

SPGP experts and local consultants visited pilot Paurashavas for follow-up activities, and advised them to implement the Master Plan practically. No Paurashavas conducted their infrastructure activities based on their Master Plan yet. However, the Paurashava Engineers are able to understand the significance and importance of the Master Plan Implementation through the advices on how to use the handbook and preparation of implementation of Master Plan.

3. Actual problems the project team faced and corresponding actions taken

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

- There has been no guideline on implementation of Master Plan yet. Therefore, the SPGP experts and local consultants studied the mechanism and methods of implementation of Master Plan in other projects to draw on their experience in the preparation of handbook although it was time consuming.
- The Paurashava Engineers had lack of understanding of Master Plan because almost all the Paurashavas in the Training had not yet implemented their existing Master Plan. Therefore, SPGP experts and local consultants tried to get Paurashava Engineers to

understand the importance of Master Plan through lectures and the ways of implementation through exercises.

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

- Paurashavas which owned Master Plan have ever used it only as a map, not as a long-term town plan. Therefore, SPGP trained Paurashava Engineers to deepen their knowledge to understand the significance and implementation of Master Plan by lecturing and practical exercises in the training followed by the follow-up activities on the ground.
- There were many cases that Japanese experts could not visit Paurashavas due to the security matter and, also local consultants could not conduct follow-up activities on sites due to their engagements with trainings in Dhaka. To address the problems, the experts and local consultants advised Paurashava Engineers by telephone and skype as remote follow-up activity, and also advised them face-to-face when they were available in Dhaka.

4. Other efforts

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

The development control format was adopted in the handbook, which was an application form for building construction, and also related to land-use and had not ever been available in Paurashavas. Accordingly, Paurashavas are able to coordinate development activities not only on buildings but also on streets and drainage using this format.

Mayors of Paurashavas were invited to participate the training to understand Master Plan, and to motivate Paurashava Engineers’ participation in the training and activities for their Paurashava. As a result, Mayors cooperate the Paurashava Engineers for their activity, and Engineers became to actively work for their Paurashavas.

5. Lessons to be used in other projects

- In conducting the Master Plan implementation training, improvement and simplification of the handbook should be continued in order for Paurashavas to use it easily. (a recommendation of SPGP)
- To conduct the training effectively, trainers of the training should improve their knowledge and experience on Master Plan implementation.
- The problem is the continuity of the training since the LGED trainers trained in SPGP are mostly contracted, not permanent. As Paurashava Engineers are proper staff, trainers should be trained in Paurashava level to conduct Master Plan implementation activity in reginal level after SPGP.
- Trainers may be trained in Upazila level to provide advise on Master Plan implementation activity for Paurashavas.

- As aforementioned, Master Plans are comprehensive plan, and the implementation and management of the plan are complicated requiring ample knowledge and experiences. Therefore, TOT in Master Plan implementation training should be conducted 2 to 3 times.
- The Training needs at least 4 days due to its heavy and complicated contents.
- The handbook on Master Plan implementation was developed in SPGP, but a guideline to prepare Master Plan also needs to be developed.

9. Streets

1. What kind of outputs were realized

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

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

Manuals and guidelines regarding street were only technical ones before SPGP. As a result of preparation of the Street Development Handbook and approval by the government, Paurashavas are able to obtain the guideline which includes a series of process from planning, application and approval, repairing up to maintenance of streets and is to be officially used at the national level, and to unify the quality of their work.

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

No street development training which includes a series of process from planning, application and approval, repairing up to maintenance of streets was conducted before SPGP, except for technical trainings. Since the Street Development training was developed with the handbook and training materials in SPGP, the framework of the training was established for LGED to implement the program.

2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas reach 3.6 on a four-point scale.

The scores of understanding of the trainings by the trainees were 3.32 for the pilot training, and 3.29 for the extended trainings. As is the case with the Master Plan Implementation training, the result is analyzed that the level of understanding was relatively low because the technical level of the trainees were mostly not high.

2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas reaches 3.5 on a four-point scale.

The scores of understanding of the handbook by the trainees were 3.31 for the pilot training, and 3.39 for the extended trainings. The analysis of reason is stated as above.

2-e. (At least two) Core trainers for each training subject are developed

The scores of more than half of 16 LGED Engineers trained in SPGP as trainer for the training were more than 3.5 in 4 grading evaluation. 2 of them within the group have high-quality skills of presentation of lecturing and facilitation of exercises, and they are expected to serve as core trainers of the trainings after SPGP.

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

The performance of the officials of pilot Paurashavas was expected to improve as follows: Paurashava's improved capability of planning and maintenance activities for streets.

(1) Plan for development activities of street development is prepared: Paurashavas did not have any existing map and inventory on streets networks (level 1 of objectively verifiable sub-indicator for follow-up activity of Street Development training in PDM). By SPGP,

the Paurashavas prepared the map and inventory of existing street networks to plan required streets, which is equivalent to level 3 for the sub-indicator.

(2) Street maintenance activities are planned with budget estimation: Paurashavas did not have any maintenance plan for conducting routine or periodic maintenance activities of streets, street lightings, foot paths, etc. (level 1 of objectively verifiable indicator for follow-up activity of Street Development training in PDM). By SPGP, the Paurashavas became able to a list of routine and periodic maintenance requirements, which is equivalent to level 3 for the sub-indicator.

2. How activities contributed to the realization of outputs.

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

Before commencement of preparation of the handbook, field visits to Paurashavas were conducted to study the actual situation of existing maps and inventories on streets networks and Paurashavas' needs for the street development. Based on the result of the study, feasible methods of implementation by Paurashavas were adopted in the handbook. Before the implementation of trainings, a discussion session on the handbook was conducted with LGED Engineers to review the handbook and to train the Engineers in lecturing and facilitation of exercises as well. This session contributed to the improvement of the handbook which was made more suitable for the activities of Paurashavas and provided effective trainings to LGED trainers. In the Street Development training, exercises to prepare existing street map were conducted along with lectures providing the Paurashava Engineers practical advice on how to plan street development. The SPGP team continued to improve the handbook incorporating the opinions of Paurashava officials collected through follow-up activities.

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

SPGP experts and local consultants visited pilot Paurashavas for follow-up activities, and provided them advice on how to plan required street development from the existing map and inventory on streets networks. The SPGP members also gave them guidance on preparation of maintenance plan of streets, street lightings, foot paths, etc. As a result, the Paurashavas have become able to prepare the street plan and maintenance plan, while some Paurashavas have not implemented construction works and maintenance works as the budget is not yet allocated.

3. Actual problems the project team faced and corresponding actions taken

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

- There has been no guideline on application and approval procedures, construction supervision, and maintenance plan for streets. Therefore, the SPGP experts and local consultants studied the application and approval procedures, construction supervision, and maintenance plan for streets in other projects to draw on their experience in the preparation of handbook.
- Most of the trainees of the training were those Engineers and Draftsman who were lower-ranking officers, except for Executive Engineers, and they had difficulties to understand the first version of the handbook. Therefore, SPGP experts and local consultants tried to simplify the contents based on the feedback from the field study of

Paurashavas and trainees of the trainings for Paurashavas so that Paurashavas will be able to implement related activities independently after SPGP.

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

- The Paurashavas which have Master Plan may use it as basic data for preparation of existing street networks. However other Paurashavas without any basic data from Master Plan were advised to deploy a land surveyor to map existing street network from the physical survey. 1 out of 2 Paurashavas without Master Plan in SPGP pilot Paurashavas are now planning to deploy a land surveyor.
- There were many cases that Japanese experts could not visit Paurashavas due to the security matter and, also local consultants could not conduct follow-up activities on sites due to their engagements with trainings in Dhaka. To address the problems, the experts and local consultants advised Paurashava Engineers by telephone and skype as remote follow-up activity, and advised them face-to-face when they were available in Dhaka.

4. Other efforts

Output 2 : Tools and training courses for Paurashava capacity development are in place.
As mentioned above, the SPGP team advised to deploy a land surveyor for the Paurashavas without any basic data for preparation of existing street networks from Master Plan. At the same time, the SPGP team suggested that the Paurashavas use a satellite map from Internet as a template to map existing streets as a tentative method in case the deployment of a land surveyor is delayed or difficult. The Paurashavas are able to adopt this method if Internet is made available, although the physical land survey may be more accurate.

Output 3: Administrative and manageable capacity of the pilot Paurashavas is improved.
Chairmen and Councilors of Paurashavas were invited to participate the training to understand the importance of street planning and maintenance planning, and to motivate Paurashava Engineers' participation in the training and activities for their Paurashava. As a result, Mayors and Councilors cooperate the Paurashava Engineers for their activity, and Engineers became to actively work for their Paurashavas.

5. Lessons to be used in other projects

- In conducting trainings for development and maintenance of streets, improvement and simplification of the hHandbook should be continued in order for Paurashavas to use it easily. (a recommendation of SPGP)
- To plan for street development and maintenance, not only dealing with current problems but also planning with a long-term vision is necessary. Therefore, a clear action plan should be prepared by facilitation of standard process for planning and implementation, and improvement of management capability of Paurashava activities.
- The problem is the continuity for the Training since the LGED trainers trained in SPGP are mostly contracted, not permanent. As Paurashava Engineers are proper staff, trainers should be trained in Paurashava level to conduct street development and maintenance activity in reginal level after SPGP.

- Trainers may be trained in Upazila level to advise street development and maintenance activities for Paurashavas.
- A town planner and/or a land surveyor should be deployed in Paurashavas to survey existing streets and prepare future planning.

Good Practice on Street and Drainage System Development of Kanaighat Paurashava

In case of Kanaighat Paurashava, they were not able to find and analyse their problems, and prioritize and implement their activities on streets and drainage. As a result, existing streets did not fulfill its technical specifications, and drains were developed without proper planning.

SPGP developed the handbooks to guide the Paurashava activities of application and approval for private streets, planning and supervision of work on public and private streets, maintenance, and street lighting, etc., for street development, and planning and supervision of work on drainage, maintenance, monitoring & evaluation, etc., for drainage system development, for Paurashava Engineers. Based on the handbooks, SPGP provided trainings to 5 pilot Paurashavas including Kanaighat Paurashava, and provided follow-up activities supporting the Paurashavas to prepare the map and inventory of existing street and drainage networks, and to analyze existing situations to plan required infrastructure in future.

Now, Kanaighat Paurashava is able to take initiatives to design new streets and drainage based on priority, to comply technical specifications for new construction and rehabilitation of streets and drainage, and to prepare plans which fulfills future expansion of the town and needs of drainage maintenance.

10. Drainage

1. What kind of outputs were realized

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

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

Manuals and guidelines regarding drainage were only technical ones before SPGP. As a result of preparation of the Drainage Development Handbook and approval by the government, Paurashavas are able to obtain the guideline which includes a series of process from planning, repairing up to maintenance of drainage and is to be officially used at the national level, and to unify the quality of their work.

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

No drainage development training which includes a series of process from planning, repairing up to maintenance of drainage was conducted before SPGP, except for technical trainings. Since the Drainage Development training was developed with the handbook and training materials in SPGP, the framework of the training was established for LGED to implement the program.

2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas reach 3.6 on a four-point scale.

The scores of understanding of the trainings by the trainees were 3.27 for the pilot training, and 3.48 for the extended trainings. As same as Street Development Training, the result is analyzed that the level of understanding was relatively lower because the trainees were mostly not high-leveled in technics.

2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas reaches 3.5 on a four-point scale.

The scores of understanding of the Handbook by the trainees were 3.41 for the pilot training, and 3.43 for the extended trainings. The analysis of reason is stated as above.

2-e. (At least two) Core trainers for each training subject are developed.

The scores of more than half of the 16 LGED Engineers trained in SPGP as trainer for the training were more than 3.5 in 4 grading evaluation. 2 trainers within the group have high-quality skills of presentation and facilitation of exercises, and they are expected to be core trainers of the trainings after SPGP.

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

The performance of the officials of pilot Paurashavas was expected to improve as follows: Paurashava’s improved capability of planning and maintenance activities for drainage.

(1) Plan for development activities of drainage development is prepared: Paurashavas did not have any existing map and inventory on drainage networks (level 1 of objectively verifiable sub-indicator for follow-up activity of Drainage Development training in PDM). By SPGP, the Paurashavas prepared the map and inventory of existing drainage

networks with required information regarding catchment and outfall/s, which is equivalent to level 3 for sub-indicator.

(2) Plan for routine and periodic maintenance including cleaning activities for drains is prepared with budget estimation: Paurashavas did not have any routine or periodic maintenance and cleaning schedules to maintain and clean drains and canals (level 1 of objectively verifiable sub-indicator for follow-up activity of Drainage Development Training in PDM). By SPGP, the Paurashavas developed a schedule for cleaning of existing drains and canals including making provision in the budget although do not have any routine or periodic maintenance schedules yet, which is equivalent to level 3 for sub-indicator.

2. How activities contributed to the realization of outputs.

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

Before commencement of preparation of the handbook, field visits for Paurashavas were conducted to study the actual situation of existing maps and inventories on drainage networks and Paurashavas' needs for the drainage development. Based on the result of the study, feasible methods of implementation by Paurashavas were adpoted in the handbook. Before the implementation of trainings, a discussion session on the handbook was conducted with LGED Engineers to review the handbook and to train the Engineers for lecturing and facilitation of exercises as well. This session contributed to the improvement of the handbook which was made more suitable for the activities of Paurashavas, and provided effective trainings to LGED Engineers. In the Drainage Development training, exercises to prepare existing drainage map were conducted along with lectures to advise how to plan drainage development to the Paurashava Engineers. The SPGP members continued to improve the handbook incorporating opinions of Paurashava officials collected through the follow-up activities.

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

SPGP experts and local consultants visited pilot Paurashavas for follow-up activities, and advised them to collect required information for maintenance from the existing map and inventory on drainage networks. The SPGP members also advised Paurashavas to prepare a maintenance plan for periodic maintenance including cleaning activities of drainage. Paurashavas are able to prepare the cleaning and maintenance plans, while some Paurashavas have not implemented construction works as budget is not yet allocated.

3. Actual problems the project team faced and corresponding action taken

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

- There has been no guideline on cleaning and maintenance works for drainage. Therefore, the SPGP experts and local consultants studied the cleaning and maintenance plan for drainage in other projects to draw on their experience in the preparation of the handbook.
- Most of the trainees of the training were those Engineers and Draftsman who were in the lower-ranking offiers of Paurashava, except for Executive Engineers, and they had difficulties to understand the first version of the handbook. Therefore, SPGP experts and local consultants tried to simplify the contents based on the feedback from the field study of Paurashavas and trainees of the trainings so that Paurashavas will be able to implement

related activities independently after SPGP.

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

The Paurashavas which have Master Plan may use it as basic data for preparation of existing drainage networks. Other Paurashavas without any basic data from Master Plan were advised to deploy a land surveyor to map existing drainage network from the physical survey. 1 out of 2 Paurashavas without Master Plan in SPGP pilot Paurashavas are now planning to deploy a land surveyor.

4. There were many cases that Japanese experts could not visit Paurashavas due to the security matter and, also local consultants could not conduct follow-up activities on sites due to their engagements with trainings in Dhaka. To address the problems, the experts and local consultants advised Paurashava Engineers by telephone and skype as remote follow-up activity, and advised them face-to-face when they were available in Dhaka.

4. Other efforts

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

As mentioned above, SPGP advised to deploy a land surveyor for the Paurashavas without any basic data for preparation of existing drainage networks from Master Plan. SPGP also advised the Paurashavas to use a satellite map from Internet as a template to map existing drainage as a tentative method in case if the deployment of a land surveyor is delayed or difficult. Paurashavas are able to adopt this method if Internet is available, although the physical land survey may be more accurate.

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

Chairmen and Councilors of Paurashavas were invited to participate the Training to understand the importance of cleaning and maintenance plans for drainage, and to motivate Paurashava Engineers’ participation to the training and activities for their Paurashava. As a result, Mayors and Councilors cooperate the Paurashava Engineers for their activity, and Engineers became to actively work for their Paurashavas.

5. Lessons to be used in other projects

- In conducting trainings in development and maintenance plan of drainage, improvement and simplification of the handbook should be continued in order for Paurashavas to use it easily. (a recommendation of SPGP)
- To plan for drainage development and maintenance, not only dealing with current problems but also planning with a long-term vision is necessary. Therefore, a clear action plan should be prepared by facilitation of standard process for planning and implementation, and improvement of management capability of Paurashava activities.
- The problem is the continuity of the training since those LGED trainers trained in SPGP are mostly contracted, not permanent. As Paurashava Engineers are proper staff, trainers should be trained in Paurashava level to conduct drainage cleaning and maintenance activity in reginal level after SPGP.
- Trainers may be trained in Upazila level to advise drainage development and maintenance activities for Paurashavas.

- A town planner and/or a land surveyor should be deployed in Paurashavas to survey existing drainage and prepare future planning.

5. Recommendations towards the realization of Overall Goal

5.1 Prospect of realization of Overall Goal

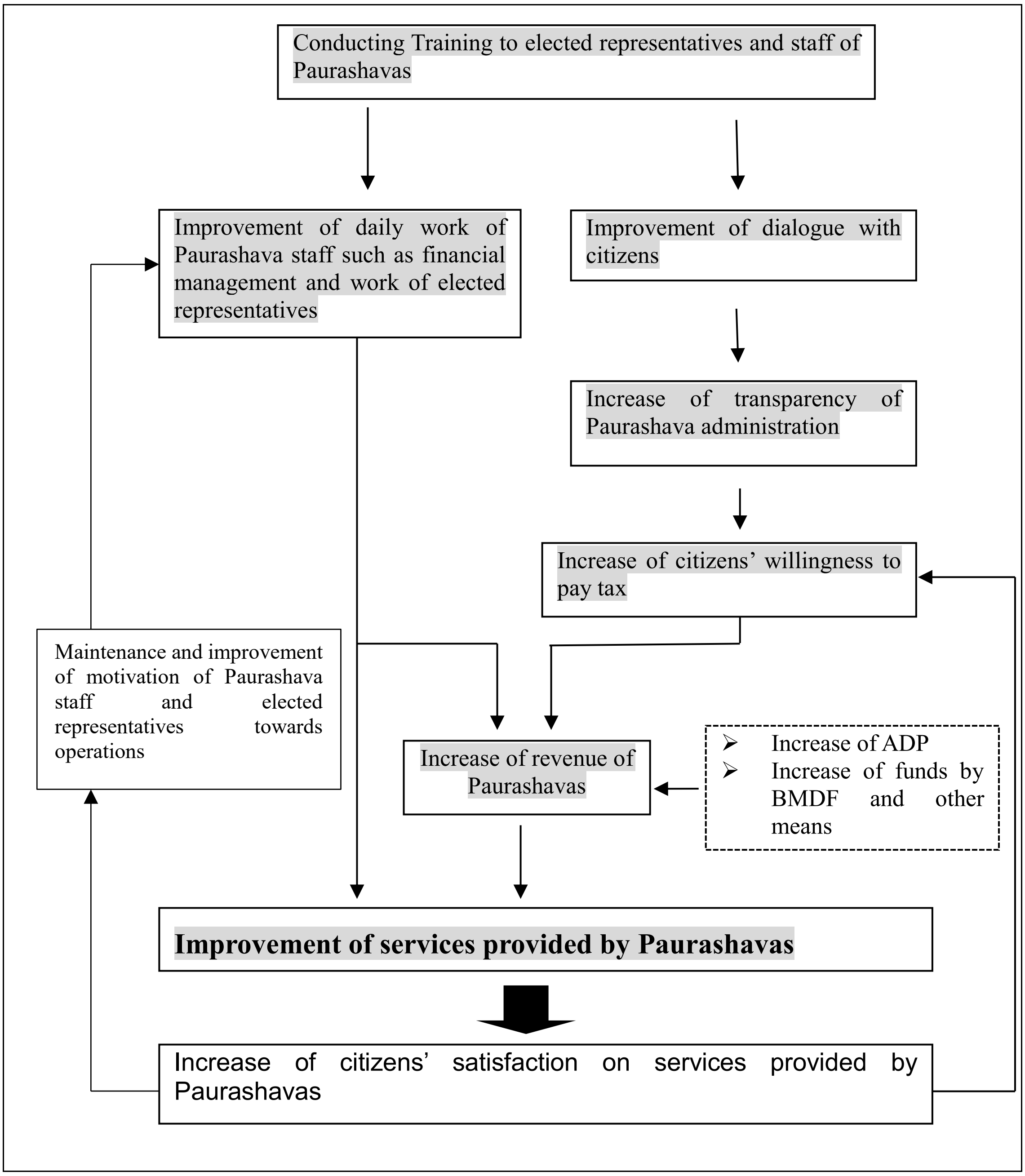
In this project the Overall Goal is set as follows.

"Measures for Paurashava capacity development are taken nation-wide based on the mid-long term strategy.
Indicator a. Progress of the action plan
Indicator b. Satisfaction level of Paurashava with capacity development support"

The above indicator is not very detailed and the more concretely, the following may be the assumed as the content.
"a. The degree of progress of each Action Plan is high, in other words, the degree of implementation of the whole Strategy is high.
b. The degree of Paurashava residents' overall satisfaction on the services provided by Paurashavas is high."

As stated above, the scope of Overall Goal is the entire Bangladesh. However, we would like to turn our view to pilot Paurashavas at one time. With regard to pilot Paurashavas, we aimed at realizing the effect in the following chart.

Chart: Flow from capacity development in Paurashavas to the increase of citizens' satisfaction on services provided by Paurashavas


Conducting Training to elected representatives and staff of Paurashavas
Improvement of daily work of Paurashava staff such as financial management and work of elected representatives
Improvement of dialogue with citizens
Increase of transparency of Paurashava administration
Increase of citizens' willingness to pay tax
Maintenance and improvement of motivation of Paurashava staff and elected representatives towards operations
Increase of revenue of Paurashavas
Increase of ADP
Increase of funds by BMDF and other means
Improvement of services provided by Paurashavas
Increase of citizens' satisfaction on services provided by Paurashavas

In some pilot Paurashavas, as presented by the above good practices, changes shown in shadow came true. Accordingly, if the financial support in a box with dot was provided, the substantial change, that is to say, the improvement of services provided by Paurashavas and resulting increase of citizens' satisfaction on services provided by Paurashavas would be realized. If we turn our view back to the entire nation, the most critical factor is how we can replicate the successful experiences of pilot Paurashavas in the entire country.

As seen in the above "Degree of realization of Project Purpose", the Project Purpose is almost realized in terms of indicators. However, it does not necessarily mean the Overall Goal is very likely to be realized automatically. More concretely, the possibility of realization of Overall Goal would be high, if all the recommendations made by the Terminal Evaluation Mission were realized.

Then, the degree of realization of the above recommendations is confirmed as follows.

First of all, with regard to the recommendation related to the extension period, the progress in the only following item is uncertain. (The following is the excerpt from the Terminal Evaluation Report.)

Recommendation item: To secure the budget to implement LGD A/P, Paurashava Action Plans and Detailed Training Plans (NILG A/P、LGED A/P)
Results: The budget for Detailed Training Plan was approved in the second NSPGI Steering Committee and it will be approved in LGD. The budget to implement LGD A/P, particularly the budget for ADP tends to be increasing and steady increase is expected.

Next, there are following three items of recommendation related to the period after the completion of SPGP. These three items seem to be essential for the realization of the Overall Goal and as the Mission leader of Terminal Evaluation stated in the evaluation report, whether these three items are realized or not depends on the initiative of the implementing agency, LGD.

(1) To implement LGD A/P in accordance with the schedule
(2) To let all the Paurashavas make Action Plans with the support of DLG and DDLG
(3) To conduct training to Paurashavas nation-wide by securing the necessary budget and personnel

In addition to what the Terminal Evaluation Mission proposed, the project team would like to mention that it is critical that the secretariat's role for the implementation of NSPGI, which the project team mainly played so far, should be continued by LGD in order to realize NSPGI and eventually realize the Overall Goal. In addition, not only conducting training to Paurashavas but also conducting careful follow-up would be needed.

5.2 Recommendations towards the realization of the Overall Goal

Based on the above analysis, the following set of recommendations was formulated.

(1) To secure the budget to implement LGD A/P, particularly the budget to implement Paurashava Action (ADP): Increasing the ADP budget is one of activity items of LGD Action Plan. That is to say, it is necessary to well establish infrastructure facilities in addition to the capacity development of Paurashava staff in order that Paurashavas can improve their services. Steady increase of ADP provided to Paurashavas is essential for that purpose. ADP amount in the fiscal year 2018-19 has increased by about 10% compared to the previous fiscal year and LGD's effort to increase ADP continuously is requested.

(2) To implement LGD A/P in accordance with the schedule: In addition to the above (1), there are three activity items such as "Formulation of Paurashava Development Plan", "Modification of Rules and Regulations related to Paurashavas" and "Improvement of monitoring and evaluation of Paurashava activities". These three items were steadily conducted during extension period and are expected to be continued.

(3) To let all the Paurashavas make Action Plans with the support of DLG and DDLG: It is necessary that all the Paurashavas formulate Paurashava Action Plans in order to improve the services of Paurashavas nation-wide. For that purpose, even after the completion of

SPGP, continuous instruction and guidance to Paurashavas and monitoring by LGD H.Q. and also DLG/DDLG would be necessary.

(4) To conduct training to Paurashavas nation-wide by securing the necessary budget and personnel: Detailed Training Plans (DTPs) were formulated and they were approved by NSPGI Steering Committee. It would be necessary to secure originally expected training budget every year and also to maintain or strengthen training implementation structure of training organizations.

(5) To shoulder the role of secretariat for the NSPGI implementation within LGD for the purpose of the above four items of (1) to (4): In summary the roles of secretariat are as follows (see the Manual on Implementation and Monitoring of NSPGI for the NSPGI Secretariat and Stakeholders):

- Prepare for conducting NSPGI Implementation Committee and NSPGI Steering Committee meetings
- Support the formulation and implementation of Paurashava Action Plans
- Monitor the stakeholders' activities
- Monitor the realization of "verifiable indicators" stated in NSPGI

(6) To discuss and implement the follow-up activities after conducting training to Paurashavas: In the project there is some gap in the level of changes between pilot Paurashavas who received intensive follow-up after training courses and the Paurashavas who received only training courses. In order to reduce such a gap, it would be necessary to establish and implement a follow-up system.

In addition to the above six items, we would like to present the following three specific recommendations, based on the detailed analysis of outputs in each training subject.

a. It was confirmed that the tax collection format commonly used in the project was effective and the use of this format seems to have contributed to the increase of tax collection rates. It will be effective to disseminate the format to the entire nation.

b. In future it would be better to formulate a guideline on Development Plan and issue a notice letter, in order to make the Development Plan be formulated and used in the entire country.

c. In the project we formulated draft of 26 items of revised rules and regulations. These 26 items were, however, decided under the constraint of the budget and time of the project.

Therefore, it is desirable that LGD will further continue necessary revising and modifying out-of-date Rules and Regulations. (Concrete proposals are shown in the Annex 8 of the main report.)

The above proposal should be examined and coped with in a proper way by LGD but the project would like JICA office to monitor the progress and provide necessary assistance. We also add that LGD has already established the post of the proposed secretariat of the above recommendation item (5).

ANNEX

ANNEX

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ANNEX 1. PDM (Each version and background of revision)

In the project the revision of PDM was conducted three times and the background is stated below.

Version	Date	Background of revision and major points of modification
1	October, 2013	The PDM was approved at the time of R/D meeting.
2	October, 2014	The first modification of PDM was to make indicators of Output 3 more concrete, following the results of Baseline survey and Administrative needs survey. The revised PDM was, however, not officially approved, as the JCC was not organized in a timely manner.
3	November, 2016	Based on the result of Midterm review research, the PDM was modified in line with the progress of the project. It was approved in JCC meeting in June, 2016 and agreed by M/M in November, 2016. As an activity related to Output1, NSPGI (National Strategy for Paurashava Governance Improvement) and related action plans were formulated. Accordingly, it was confirmed that some of existing rules and regulations related to Paurashavas need to be revised/updated in line with Paurashava Act 2009. Therefore, as the main modification point, the activity of making a list of rules and regulations was added. In addition, the concrete indicators of some output items, whose indicators were vague, were formulated.
4	January, 2018	Based on the result of Terminal evaluation research, the PDM was modified in line with the progress of the project. It was approved in JCC meeting in September 2017 and agreed by M/M in January, 2018. The major modification points are 1) addition of an indicator for Project Purpose (Indicator e. approval and notification of operational handbooks developed in SPGP) and 2) addition of an output indicator (Output item 2., indicator 2-e. making of core training instructors in each subject)

1.1. PDM (Version 1)

Project Design Matrix (PDM)

Project Title: Strengthening Pourashava Governance Project (SPGP)   Duration: February 2014 to October 2017
Implementing Agency: Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives   Target Group: LGD, training providers for Pourashavas (NILG, LGED, etc.), Piloto Pourashavas   Ver. 1

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

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

1.2. PDM (Version 2)

Project Design Matrix (PDM)

Project Title: Strengthening Pourashava Governance Project (SPGP) Duration: November 2013 to October 2017 (4 years)
Implementing Agency: Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives Target Group: LGD, training providers for Pourashavas (NILG, LGED, etc.), Piloto Pourashavas Ver.2 October 2014

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

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

1.3. PDM (Version 3)

Project Design Matrix (PDM)

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

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

March, 2016

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
Measures for Paurashava capacity development are taken nation-wide based on the mid-long term strategy	Progress of the action plan	Action Plan monitoring Report	
	Satisfaction level of Paurashava with capacity development support	Action Plan monitoring results	
Project Purpose			
Paurashava capacity development framework is established	a. A mid-long term strategy for Paurashava governance improvement and its action plan are officially approved and circulated.	Project progress report	- 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. A budget for the implementation of the strategy is estimated and a plan to secure the budget is presented.	Project progress report, relevant policy documents	
	c. A methodology with formats to monitor the implementation of the strategy is clarified.	Project progress report, relevant policy documents	
	d. A plan to share good practices of pilot Paurashavas with other Paurashavas is presented.	Project progress report, Strategy	
Outputs			
1 A mid-long term strategy for Paurashava capacity development is developed and institutional arrangements for its implementation are made	1-a. A draft mid-long term strategy and its action plan are finalized with the consent of stakeholders.	Project progress report	- GOB's policy regarding capacity development of LGIs including Paurashavas is maintained.
	1-b. Rules and regulations to be revised and/or newly developed for strategy implementation are identified.	Project progress report	
	1-c. Roles and responsibilities of stakeholders in capacity development of Paurashavas are defined in action plans.	Draft strategy and minutes of WG meetings	
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	
	2-b. More than 15 Training courses to enhance Paurashavas capacity to perform core functions are developed.	Training evaluation reports	
	2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas get 3.6.	Project progress report	
	2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas gets 3.5.	Training evaluation reports	
3 Administrative and manageable 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
Activities	**Bangladesh**	
1-1 Analyze prescribed and actual roles/responsibilities of Paurashavas, an institutional/policy environment surrounding Paurashavas and challenges facing them. 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 action plan of the mid-long term strategy 1-8 Analyze an institutional/policy environment for Paurashava capacity development and provide necessary support for policy implementation/institutional development to strengthen Paurashavas 1-9 Provide necessary support to carry out activities based on the action plan. 1-10 Conduct the survey for reviewing the situaion of rules and regulations related with Paurshava Act 2009. 1-11 Set the list of required rules and regulations for revision and/or development for implementing the Strategy.	・**Project personnel concerned** (1)Project Director (LGD) (2) Project Manager (LGD) (3) Counterpart (CP) personnel (LDG) (4) Personnel from organizations concerned (NILG, LGED, etc.) ・**Project Operational Cost** Office space and facilities, basic office supplies, administrative cost (utilities, telephone, etc.), counterpart personnel salary, other necessary recurrent cost) ・**Project Implementation Cost** (1) Travel and daily allowances for project-related personnel of GOB, etc.	- GOB grants for pilot Paurashavas are not reduced - Manpower of pilot Paurashavas is not reduced
2-1 Review existing manuals and guidelines and the past training programs with regard to core functions of Paurashavas. 2-2 Develop/revise manuals and guidelines required to perform core functions.	**Japan**	
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.	・**Experts** (1) Chief Advisor/Local Administration Development Strategy (2) Development Planning (3) Public Financial Management (4) Training Development (5) Other (if necessary）	
		Pre-conditions
3-1 Select pilot Paurashavas for capacity development support. 3-2 Conduct a baseline survey on citizens' satisfaction level with Paurashava services and Paurashava service coverage. 3-3 Conduct training using training modules, curricula and materials developed through Activity 2-3 & 2-4. 3-4 Provide support for pilot Paurashavas to carry out administrative activities with regard to core functions. 3-5 Analyze the results of pilot activities and experience of other Paurashavas, and identify good practices that can be useful for other Paurashavas. 3-6 Reflect good practices identified in Activity 3-5 to materials developed in Activity 2-3, and share the practices with all of Paurashavas in Bangaldesh	・**Local Consultant** (if necessary) ・**Training in Japan/Third Country** ・**Equipment** ・**Project Implementation Cost** surveys, training curricula/material development, TOT, training in pilot sites, seminars/workshops, etc.	- Personnel are assigned to Urban Wing of LGD - Partner institutions assign appropriate personnel for Paurashava capacity development activities

(*) Target numbers of Indicators will be set by June 2016

1.4. PDM (Version 4)

Project Design Matrix (PDM)

Project Title: Strengthening Paurashava Governance Project (SPGP) Duration: February 2014 to September 2018 (4 years and 8 months) Version 4(proposed by Terminal Evaluation Team)

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 2017/9/18

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
Measures for Paurashava capacity development are taken nation-wide based on the mid-long term strategy	Progress of the action plan	Action Plan monitoring Report	
	Satisfaction level of Paurashava with capacity development support	Action Plan monitoring results	
Project Purpose			
Paurashava capacity development framework is established	a. A mid-long term strategy for Paurashava governance improvement and its action plan are officially approved and circulated.	Project progress report	- 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 plan continues to be assigned
	b. A budget for the implementation of the strategy is estimated and a plan to secure the budget is presented.	Project progress report, relevant policy documents	
	c. A methodology with formats to monitor the implementation of the strategy is clarified.	Project progress report, relevant policy documents	
	d. A plan to share good practices of pilot Paurashavas with other Paurashavas is presented.	Project progress report, Strategy	
	e. Training manuals and guidelines (operational handbooks) developed by the Project are officially approved and circulated.	Project progress report	
Outputs			
1 A mid-long term strategy for Paurashava capacity development is developed and institutional arrangements for its implementation are made	1-a. A draft mid-long term strategy and its action plan are finalized with the consent of stakeholders.	Project progress report	- GOB's policy regarding capacity development of LGIs including Paurashavas is maintained.
	1-b. Rules and regulations to be revised and/or newly developed for strategy implementation are identified.	Project progress report	
	1-c. Roles and responsibilities of stakeholders in capacity development of Paurashavas are defined in action plans.	Draft strategy and minutes of WG meetings	
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	
	2-b. More than 15 Training courses to enhance Paurashavas capacity to perform core functions are	Training evaluation reports	
	2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas get	Project progress report	
	2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas gets 3.5.	Training evaluation reports	
	2-e. (At least two) Core trainers for each training subject are developed.	Project progress report, Training evaluation reports	
3 Administrative and manageable 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 of Paurashavas' activities* ・Master Plan Implementation* ・Streets* ・Drainage*	Monitoring results of pilot Paurashavas	

	Narrative Summary	Inputs	Important Assumptions
Activities		**Bangladesh**	
1-1	Analyze prescribed and actual roles/responsibilities of Paurashavas, an institutional/policy environment surrounding Paurashavas and challenges facing them.	・**Project personnel concerned** (1)Project Director (LGD) (2) Project Manager (LGD) (3) Counterpart (CP) personnel (LGD) (4) Personnel from organizations concerned (NILG, LGED, etc.) ・**Project Operational Cost** Office space and facilities, basic office supplies, administrative cost (utilities, telephone, etc.), counterpart personnel salary, other necessary recurrent cost) ・**Project Implementation Cost** (1) Travel and daily allowances for project-related personnel of GOB, etc.	- GOB grants for pilot Paurashavas are not reduced - Manpower of pilot Paurashavas is not reduced
1-2	Identify core functions of Paurashavas and priority capacity development needs.		
1-3	Develop a training implementation setup in consultation with stakeholders.		
1-4	Review the past and ongoing efforts to develop Paurashavas' capacity in performing core functions identified through Activity 1-2.		
1-5	Form a working group consisting of stakeholders for the preparation of a mid-long term strategy for Paurashava capacity development.		
1-6	Develop the draft strategy based on discussions in the working group and in light of feedback from Activity 1-4 as well as capacity development activities in pilot Paurashavas (Activities 3-3 to 3-5).		
1-7	Prepare an action plan of the mid-long term strategy		
1-8	Analyze an institutional/policy environment for Paurashava capacity development and provide necessary support for policy implementation/institutional development to strengthen Paurashavas		
1-9.	Organize the Strategy Steering and Implementation Committees on a LGD's initiative		
1-10	Provide necessary support to carry out activities based on the action plan.		
1-11	Conduct the survey for reviewing the situation of rules and regulations related with Paurshava Act 2009.		
1-12	Set the list of required rules and regulations for revision and/or development for implementing the Strategy.		
2-1	Review existing manuals and guidelines and the past training programs with regard to core functions of Paurashavas.		
2-2	Develop/revise manuals and guidelines required to perform core functions.	**Japan**	
2-3	Develop/revise training modules using the manuals and the guidelines developed in Activity 2-1.	・**Experts** (1) Chief Advisor/Local Administration Development Strategy (2) Development Planning (3) Public Financial Management (4) Training Development (5) Other (if necessary） ・**Local Consultant** (if necessary) ・**Training in Japan/Third Country** ・**Equipment** ・**Project Implementation Cost** surveys, training curricula/material development, TOT, training in pilot sites, seminars/workshops, etc.	
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.		
2-7	Conduct TOT in other Paurashavas to develop more number of trainers for nationwide implementation.		
2-8	Finalize the training materials and submit them to LGD for approval.		**Pre-conditions**
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		

*: The specific indicators to assess the improvement level of pilot Paurashavas' capacity will be specified by the end of 2017.

ANNEX 2. Detailed Plan of Activities……………………………………..10

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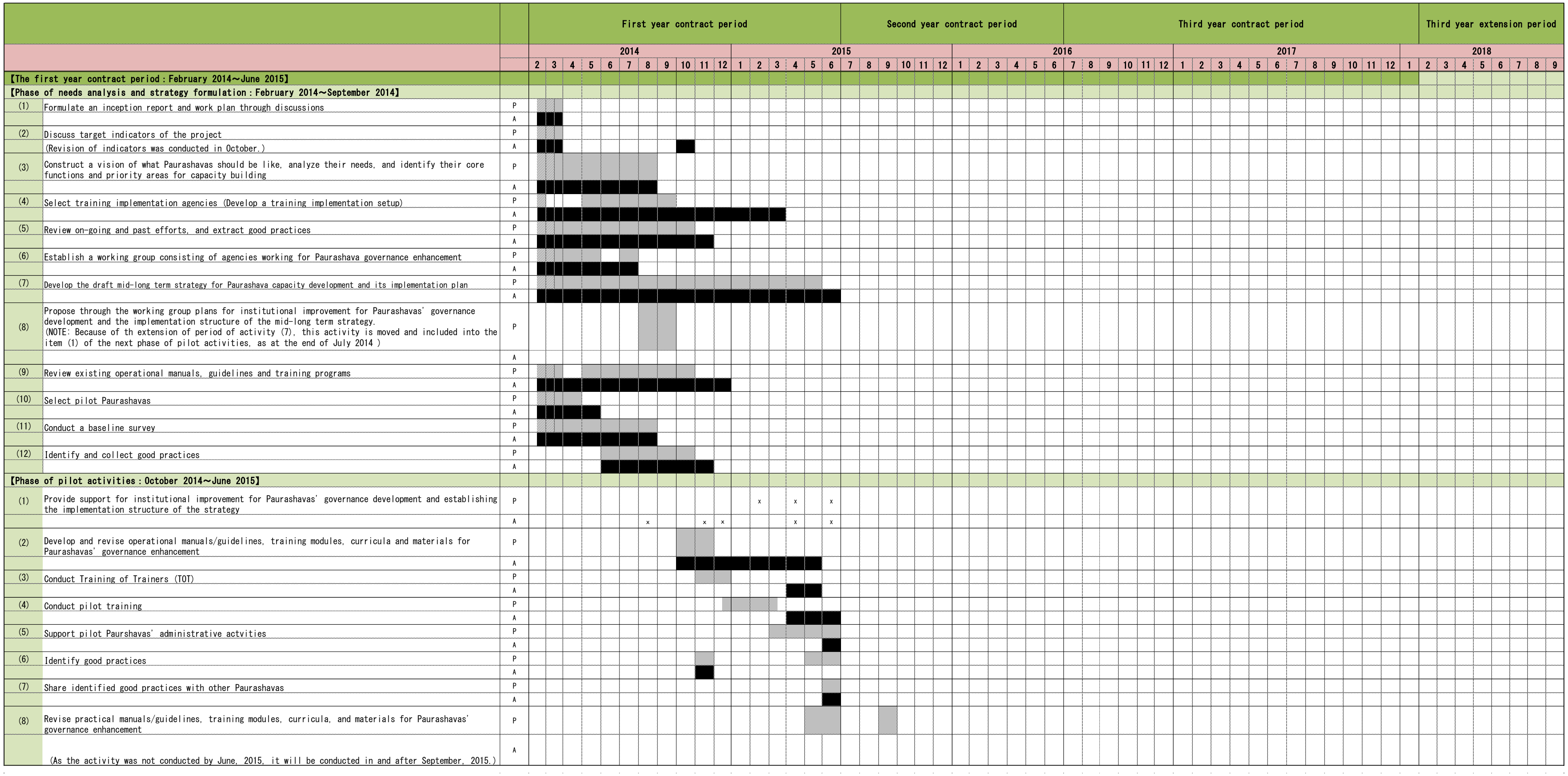
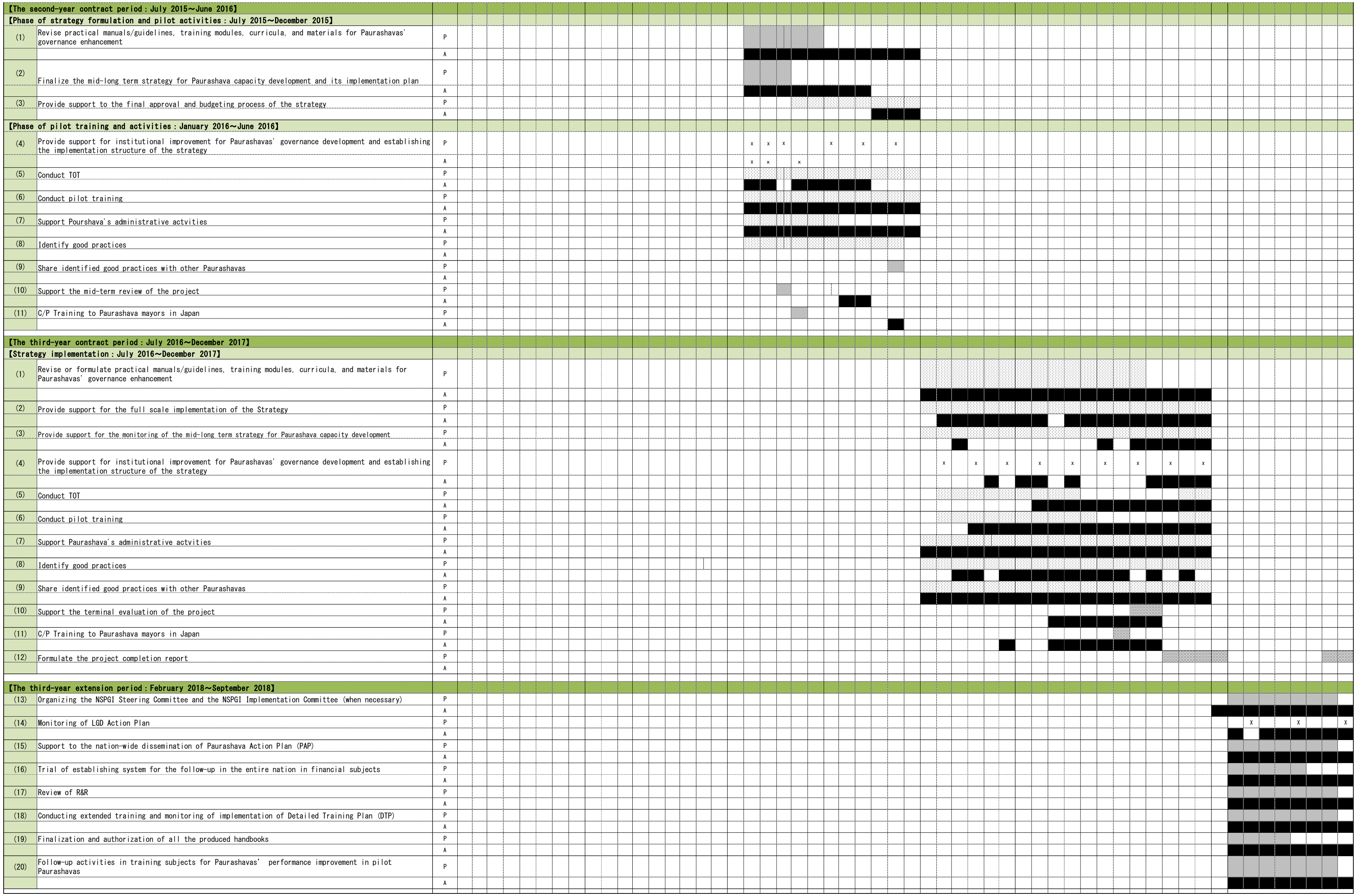
2.1 Detailed Plan of Activities (Summarized version of the whole period）



First year contract period | Second year contract period | Third year contract period | Third year extension period

2014 | 2015 | 2016 | 2017 | 2018

【The first year contract period：February 2014～June 2015】		
【Phase of needs analysis and strategy formulation：February 2014～September 2014】		
(1)	Formulate an inception report and work plan through discussions	P
		A
(2)	Discuss target indicators of the project	P
	(Revision of indicators was conducted in October.)	A
(3)	Construct a vision of what Paurashavas should be like, analyze their needs, and identify their core functions and priority areas for capacity building	P
		A
(4)	Select training implementation agencies (Develop a training implementation setup)	P
		A
(5)	Review on-going and past efforts, and extract good practices	P
		A
(6)	Establish a working group consisting of agencies working for Paurashava governance enhancement	P
		A
(7)	Develop the draft mid-long term strategy for Paurashava capacity development and its implementation plan	P
		A
(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 th 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)	P
		A
(9)	Review existing operational manuals, guidelines and training programs	P
		A
(10)	Select pilot Paurashavas	P
		A
(11)	Conduct a baseline survey	P
		A
(12)	Identify and collect good practices	P
		A
【Phase of pilot activities：October 2014～June 2015】		
(1)	Provide support for institutional improvement for Paurashavas' governance development and establishing the implementation structure of the strategy	P
		A
(2)	Develop and revise operational manuals/guidelines, training modules, curricula and materials for Paurashavas' governance enhancement	P
		A
(3)	Conduct Training of Trainers (TOT)	P
		A
(4)	Conduct pilot training	P
		A
(5)	Support pilot Paurshavas' administrative actvities	P
		A
(6)	Identify good practices	P
		A
(7)	Share identified good practices with other Paurashavas	P
		A
(8)	Revise practical manuals/guidelines, training modules, curricula, and materials for Paurashavas' governance enhancement	P
	(As the activity was not conducted by June, 2015, it will be conducted in and after September, 2015.)	A



【The second-year contract period：July 2015～June 2016】		
【Phase of strategy formulation and pilot activities：July 2015～December 2015】		
(1)	Revise practical manuals/guidelines, training modules, curricula, and materials for Paurashavas' governance enhancement	P
		A
(2)	Finalize the mid-long term strategy for Paurashava capacity development and its implementation plan	P
		A
(3)	Provide support to the final approval and budgeting process of the strategy	P
		A
【Phase of pilot training and activities：January 2016～June 2016】		
(4)	Provide support for institutional improvement for Paurashavas' governance development and establishing the implementation structure of the strategy	P
		A
(5)	Conduct TOT	P
		A
(6)	Conduct pilot training	P
		A
(7)	Support Pourshava's administrative actvities	P
		A
(8)	Identify good practices	P
		A
(9)	Share identified good practices with other Paurashavas	P
		A
(10)	Support the mid-term review of the project	P
		A
(11)	C/P Training to Paurashava mayors in Japan	P
		A
【The third-year contract period：July 2016～December 2017】		
【Strategy implementation：July 2016～December 2017】		
(1)	Revise or formulate practical manuals/guidelines, training modules, curricula, and materials for Paurashavas' governance enhancement	P
		A
(2)	Provide support for the full scale implementation of the Strategy	P
		A
(3)	Provide support for the monitoring of the mid-long term strategy for Paurashava capacity development	P
		A
(4)	Provide support for institutional improvement for Paurashavas' governance development and establishing the implementation structure of the strategy	P
		A
(5)	Conduct TOT	P
		A
(6)	Conduct pilot training	P
		A
(7)	Support Paurashava's administrative actvities	P
		A
(8)	Identify good practices	P
		A
(9)	Share identified good practices with other Paurashavas	P
		A
(10)	Support the terminal evaluation of the project	P
		A
(11)	C/P Training to Paurashava mayors in Japan	P
		A
(12)	Formulate the project completion report	P
		A
【The third-year extension period：February 2018～September 2018】		
(13)	Organizing the NSPGI Steering Committee and the NSPGI Implementation Committee (when necessary)	P
		A
(14)	Monitoring of LGD Action Plan	P
		A
(15)	Support to the nation-wide dissemination of Paurashava Action Plan (PAP)	P
		A
(16)	Trial of establishing system for the follow-up in the entire nation in financial subjects	P
		A
(17)	Review of R&R	P
		A
(18)	Conducting extended training and monitoring of implementation of Detailed Training Plan (DTP)	P
		A
(19)	Finalization and authorization of all the produced handbooks	P
		A
(20)	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot Paurashavas	P
		A

Plan (P)： ▨ Domestic work ▒ Overseas work x WG and other meetings ░ Continuos activities
Actual (A)： ■ x WG and other meetings

2.2 Detailed Plan of Activities (July 2017 ~ August 2018: the period after the issuance of 4th Project Progress Report)

2.2.1 July ~ September 2017

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(1.1) Revise the existing practical manuals/guidelines, training modules, curricula, 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	7	8	9		Mark* 7	Mark* 8	Mark* 9	Actual outputs		
Fusamae (Orientation)	1.1	Obtain approval of training handbook Work is completed and waiting for the approval from LGD	A				Authorized training handbook	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
			P										
Fusamae (Development plan)	1.2	Obtain approval of training handbook by October 2017 July: None August: Finalize the handbook by incorporating a part of a monitoring handbook September: Submit the handbook to LGD	A				Revised and authorized training handbook	n.a.	×	×	n.a.	The expert had no time to work on the revision because of another assignment in August and training implementation and other tasks during the SPGP assignment in September.	Finalize the handbook
			P		▨	▨							
Azeta (Finance)	2	Obtain approval of handbooks on i) Budget formulation, execution and monitoring, ii) Accounting and budget execution, iii) Tax collection, iv) Tax assessment and v) Financial management for elected representatives Work is completed and waiting for the approval from LGD	A		■	■	Revised and authorized operational handbook	n.a.	○	○	Revised handbooks (Tax collection and tax assessment)	Meetings between LGD and the Team have been organized once a week from early August. Comments by LGD were scrutinized and reflected into handbooks.	Revised handbooks will be submitted to LGD for final approval.
			P										
Suginaga (Citizen participation)	3	Revise manual/guidelines, training module, curriculum, and materials Completed. (It is necessary to obtain official approval from LGD.)	A				Revised and authorized operational handbook	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

			July				August			
Person in Charge	Activities (July-September, 2017)		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae (Orientation)	1.1	Obtain approval of training handbook	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a
Fusamae (Development plan)	1.2	Obtain approval of training handbook by October 2017 July: None August: Finalize the handbook by incorporating a part of a monitoring handbook September: Submit the handbook to LGD	n.a.	n.a.	n.a.	n.a.	none	n.a.	×	Finalize the handbook.
Azeta	2	Obtain approval of training handbook	n.a.	n.a.	n.a.	n.a.	Received comments from LGD officials and reflected them into handbooks (Financial management and Tax assessment)	Revised draft handbooks	○	
Suginaga	3	Revise manual/guidelines, training module, curriculum, and materials Completed. (It is necessary to obtain official approval from LGD.)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

September

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae (Orientation)	1.1	Obtain approval of training handbook	n.a.	n.a.	n.a.	n.a.
Fusamae (Development plan)	1.2	Obtain approval of training handbook by October 2017 July: None August: Finalize the handbook by incorporating a part of a monitoring handbook September: Submit the handbook to LGD	None	n.a.	×	Finalize the handbook
Azeta	2	Obtain approval of training handbook	Received comments from LGD officials and reflected them into handbooks (Tax collection and Tax assessment)	Revised draft handbooks	○	n.a.
Suginaga	3	Revise manual/guidelines, training module, curriculum, and materials Completed. (It is necessary to obtain official approval from LGD.)	n.a.	n.a.	n.a.	n.a.

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(1.2) Formulate practical manuals/guidelines, training modules, curricula, and materials for Paurashavas' governance enhancement
【Persons involved in activities: Fusamae and 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	7	8	9		Mark*			Actual outputs		
								7	8	9			
Fusamae (Monitoring of Paurashava Activities)	1.1	Prepare practical manual/guidelines, training module, curriculum, and materials on "Monitoring of Paurashava Activities" by July 2017 July: Translate the handbook into bangla and develop slides and case materials for exercises August: Revise the handbook and other materials based on feedback from TOT September: Do.	A	■	■	■	Operational handbook, slides and case materials for exercises	○	○	○	Draft operational handbook, slides and case materials for exercises	n.a.	n.a.
			P	▨	▨	▨							
Ido (Infrastructure related subjects)	2.1	Formulate practical manual/guidelines, training module, curriculum, and materials on "Master plan" by May 2017 July: n.a. August: n.a. September: n.a.	A				Revised and authorized operational handbook Training module, curriculum, and materials	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
			P										
	2.2	Formulate practical manual/guidelines, training module, curriculum, and materials on "Streets" by July 2017 July: The handbook is to be completed, checked by LGED and translated into Bengali. Preparation of training module, curriculum, and materials. August: The handbook is to be revised based on feedbacks from LGED and the training participants. September: n.a.	A	■	■	■	Revised and authorized operational handbook Training module, curriculum, and materials	○	△	○	Revised operational handbook	n.a.	n.a.
			P	▨	▨								
	2.3	Formulate practical manual/guidelines, training module, curriculum, and materials on "Drainage" by August 2017 July: The handbook is to be completed. August: The handbook is to be checked by LGED and translated into Bengali. Preparation of training module, curriculum, and materials. September: The handbook is to be revised based on feedbacks from LGED and the training participants.	A	■	■	■	Revised and authorized operational handbook Training module, curriculum, and materials	○	○	△	Revised operational handbook (in progress)	LGED has not yet provide their feedback although regularly requested	Continue checking the progress of their feedback work, and the revision of the handbook is to be finalized after the feedback from LGED
			P	▨	▨	▨							
	2.4	Formulate training module, curriculum, and materials on "Building control" by September 2017 The preparation of training materials was suspended, considering the delay of the progress of the Building Construction rules to be prepared by LGD. July: n.a. August: n.a. September: n.a.	A				n.a.	n.a.	n.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

Person in Charge	Activities (July - September, 2017)		July				August			
			Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Prepare practical manual/guidelines, training module, curriculum, and materials on "Monitoring of Paurashava Activities" by July 2017 July: Translate the handbook into bangla and develop slides and case materials for exercises August: Revise the handbook and other materials based on feedback from TOT September: Do.	Translated the handbook into bangla and developed slides and case materials for exercises	A bangla version of the handbook, slides, case materials for exercises	○	n.a.	Worked on the revision of the handbook	n.a.	○	n.a.
Ido	2.1	Formulate practical manual/guidelines, training module, curriculum, and materials on "Master plan" by May 2017 July: n.a. August: n.a. September: n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	2.2	Formulate practical manual/guidelines, training module, curriculum, and materials on "Streets" by July 2017 July: The handbook is to be completed, checked by LGED and translated into Bengali. Preparation of training module, curriculum, and materials. August: The handbook is to be revised based on feedbacks from LGED and the training participants. September: n.a.	The handbook was completed, being checked by LGED, and translated into Bengali. The training module, curriculum, and materials were prepared for the training.	Revised operational handbook Training module, curriculum, and materials	○	n.a.	The revision work of Street Development Handbook will be implemented in September, since all the personnel is engaged to conduct Drainage Training in August.	Revised operational handbook	△	The Handbook is to be revised.
	2.3	Formulate practical manual/guidelines, training module, curriculum, and materials on "Drainage" by August 2017 July: The handbook is to be completed. August: The handbook is to be checked by LGED and translated into Bengali. Preparation of training module, curriculum, and materials. September: The handbook is to be revised based on feedbacks from LGED and the training participants.	The handbook is almost completed, and is being reviewed by the Project Consultants to finalize.	Draft operational handbook	○	n.a.	The handbook is being checked by LGED. Preparation of training module, curriculum, and materials in Bengali was completed.	Training module, curriculum, and materials	○	n.a.
	2.4	Formulate training module, curriculum, and materials on "Building control" by September 2017 The preparation of training materials was suspended, considering the delay of the progress of the Building Construction rules to be prepared by LGD. July: n.a. August: n.a. September: n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

September

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Prepare practical manual/guidelines, training module, curriculum, and materials on "Monitoring of Paurashava Activities" by July 2017 July: Translate the handbook into bangla and develop slides and case materials for exercises August: Revise the handbook and other materials based on feedback from TOT September: Do.	Finalized a draft operational handbook, slides and exercise materials for pilot training	Draft operational handbook, slides and exercise materials	○	n.a.
Ido	2.1	Formulate practical manual/guidelines, training module, curriculum, and materials on "Master plan" by May 2017 July: n.a. August: n.a. September: n.a.	n.a.	n.a.	n.a.	n.a.
	2.2	Formulate practical manual/guidelines, training module, curriculum, and materials on "Streets" by July 2017 July: The handbook is to be completed, checked by LGED and translated into Bengali. Preparation of training module, curriculum, and materials. August: The handbook is to be revised based on feedbacks from LGED and the training participants. September: n.a.	The revision work of Street Development Handbook is almost completed.	Revised operational handbook	○	n.a.
	2.3	Formulate practical manual/guidelines, training module, curriculum, and materials on "Drainage" by August 2017 July: The handbook is to be completed. August: The handbook is to be checked by LGED and translated into Bengali. Preparation of training module, curriculum, and materials. September: The handbook is to be revised based on feedbacks from LGED and the training participants.	The revision work of Drainage Development Handbook is almost completed based on the feedbacks from the Project Consultants, and Facilitator and Observer of LGED.	Revised operational handbook (in progress)	△	The revision of the handbook is to be finalized after the feedback from LGED
	2.4	Formulate training module, curriculum, and materials on "Building control" by September 2017 The preparation of training materials was suspended, considering the delay of the progress of the Building Construction rules to be prepared by LGD. July: n.a. August: n.a. September: n.a.	n.a.	n.a.	n.a.	n.a.

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(2) Provide support for the full scale implementation of the Strategy

【Persons involved in activities: Sasao、Sato, Fusamae, Azeta, Ido and Suginaga】

Progress of activities																					Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual Plan	7						8						9								Mark* 7	8	9	Actual outputs		
1	Formulate LGD's Action Plan July: obtaining agreement on the Concise version of LGD's Action Plan August: necessary follow-up September: necessary follow-up	A						■													Sasao, Sato	LGD's Action Plan	○	n.a.	△	LGD's Action Plan (Still a draft)	We were not able to secure time for the necessary communication, as most of available time was spent for the terminal evaluation activities.	Resume discussion and formulate Action Plan as soon as possible
		P						▨																				
2	Formulate Pilot Paurashavas' Action Plan (PAP) August-September: Discussion on additional subject of PAP (Monitoring of paurashava activities) in the team	A						■					■							■	Sasao, Sato	Format of Paurashava's Action Plan / Pilot Paurashavas' Action Plan	○	△	△	Format of Paurashava's Action Plan / Pilot Paurashavas' Action Plan (only for the fiscal year 2106/2017)	Both pilot paurshavas staff and project members are occupied by other tasks.	Formulate the PAP for the next fiscal year
		P							▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨								
3	Formulate Detailed Training Plan (DTP) August: Discussion of how to integrate DTP into NILG's own training plan and how to make DTP for LGED September: Follow-up	A													■	■	■				Sasao, Fusamae, Azeta, Ido, Suginaga	Detailed Training Plan of NILG, LGED and DPHE	n.a.	×	△	Detailed Training Plan of NILG and LGED (2nd draft for NILG and 1st draft for)	Delay of activities was recovered to a certain degree.	Finalize the DTP and submit it to NSPGI Steering/Implementation Committee
		P							▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨								
4	Formulate budget plan for nation-wide paurashava training and also for the establishment of infrastructure August- September: Discussion with LGD, NILG and LGED, following the above activity item 1 and 3.	A																			Sasao, Sato	Budget plan for nationwide training and also infrastructure establishment	n.a.	△	△	Detailed Training Plan of NILG and LGED (2nd draft for NILG and 1st draft for)	Delay of activities was recovered to a certain degree.	Finalize the DTP and submit it to NSPGI Steering/Implementation Committee
		P							▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨								

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

Monthly monitoring

	Activities	July				August			
		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Formulate LGD's Action Plan July: obtaining agreement on the Concise version of LGD's Action Plan August: necessary follow-up September: necessary follow-up	Basic agreement was obtained from LGD (Additional Secretary) during the mayors training in Japan period.	Commented version of LGD's Action Plan	○	Modification of expression is necessary.	Nothing	n.a.	n.a.	n.a.
2	Formulate Pilot Paurashavas' Action Plan August-September: Discussion on additional subject of PAP (Monitoring of paurashava activities) in the team	Instruction was given to pilot paurashavas to monitor the April - June part of PAP.	n.a.	○	It is necessary to formulate the new fiscal year's PAP.	Decided to have guidance to pilot paurashavas on the plans of new fiscal year. Did not discuss the PAP on monitoring of paurashava activities yet.	nothing	△	Start discussing the PAP on monitoring of paurashava activities
3	Formulate Detailed Training Plan (DTP) August: Discussion of how to integrate DTP into NILG's own training plan and how to make DTP for LGED September: Follow-up	Following the discussion with NILG, DRAFT Detailed Training Plan was revised.	DRAFT Detailed Training Plan (revised)	△	To accelerate the discussion with NILG for the completion	Did not have time for the discussion with NILG for the completion of DTP	nothing	×	Discuss with NILG on the revision of DTP for the next fiscal year
4	Formulate budget plan for nation-wide paurashava training and also for the establishment of infrastructure August- September: Discussion with LGD, NILG and LGED, following the above activity item 1 and 3.	n.a.	n.a.	n.a.	n.a.	Requested Japanese expert on the formulation of DTP of LGED	nothing	△	Start formulation of DTP (budget plan) for both of NILG and LGED

September

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Formulate LGD's Action Plan July: obtaining agreement on the Concise version of LGD's Action Plan August: necessary follow-up September: necessary follow-up	Nothing	Tentative LGD's Action Plan	△	Resume discussion and formulate Action Plan as soon as possible
2	Formulate Pilot Paurashavas' Action Plan August-September: Discussion on additional subject of PAP (Monitoring of paurashava activities) in the team	Monitored the situation of monitoring of the previous quarter by pilot paurashavas	n.a.	△	Formulate the PAP for the next fiscal year
3	Formulate Detailed Training Plan (DTP) August: Discussion of how to integrate DTP into NILG's own training plan and how to make DTP for LGED September: Follow-up	Presented the project idea of DTP to both NILG and LGED.	Detailed Training Plan of NILG and LGED (2nd draft for NILG and 1st draft for)	△	Finalize the DTP and submit it to NSPGI Steering/Implementation Committee
4	Formulate budget plan for nation-wide paurashava training and also for the establishment of infrastructure August- September: Discussion with LGD, NILG and LGED, following the above activity item 1 and 3.	ditto	ditto	△	ditto

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(3) Provide support for the monitoring of the mid-long term strategy for Paurashava capacity development

【Mainly responsible persons: Sasao and Sato】

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	Formulate Strategy Monitoring Manual (by December, 2017) August-September: Revision of the manual for Paurashava action Plan formulation and monitoring, Formulation of Detailed Training Plan monitoring for NILG	A		■	■	Sasao, Sato	Strategy Monitoring Manual	n.a.	△	×	No additional outputs (Output remains as draft Strategy Monitoring Manual of PAP)	We were not able to spare time for the discussion. Besides NILG's DTP was not completed yet.	Monitoring manual for PAP will be reviewed next month. Besides, we need to develop the monitoring manual for NILG's DTP.
		P		▨	▨								
2	Make sure assignment of monitoring personnel by December, 2017 July: n.a. August: n.a. September: n.a.	A				Sasao, Sato	List of monitoring personnel	n.a.	n.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		July				August			
		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Formulate Strategy Monitoring Manual (by December, 2017) August-September: Revision of the manual for Paurashava action Plan formulation and monitoring, Formulation of Detailed Training Plan monitoring for NILG	n.a.	n.a.	n.a.	n.a.	Conducted monitoring of PAP of the previous Q (April-June)	Monitoring results of pilot paurashavas	△	Start revising PAP monitoring manual
2	Make sure assignment of monitoring personnel by December, 2017 July: n.a. August: n.a. September: n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

Activities		September			
		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Formulate Strategy Monitoring Manual (by December, 2017) August-September: Revision of the manual for Paurashava action Plan formulation and monitoring, Formulation of Detailed Training Plan monitoring for NILG	Because of time constraint due to the terminal evaluation, we were not able to spare time for the discussion. Only plan of the next month was discussed.	n.a.	×	Monitoring manual for PAP will be reviewed next month. Besides, we need to develop the monitoring manual for NILG's DTP.
2	Make sure assignment of monitoring personnel by December, 2017 July: n.a. August: n.a. September: n.a.	n.a.	n.a.	n.a.	n.a.

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(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 Fusamae(3)】

	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 and confirm the progress of Strategy implementation in PIC(Project Implementation Committee) Meetings August-September: to conduct PIC meeting, when necessary	A			■	Sasao	Minutes of PIC meetings	n.a.	n.a.	○	JCC minutes	JCC was held for the terminal evaluation of the project.	n.a.
		P		▨	▨								
2	Continue discussion and confirm the progress of Strategy implementation in NSPGI Implementation Committee and also NSPGI Steering Committee August-September: Discuss the timing and prepare for the NSPGI Implementation Committee and also NSPGI Steering Committee	A				Sasao	Minutes of NSPGI Steering Committee and NSPGI Implementation Committee	n.a.	n.a.	×	n.a.	We were not able to spare time for the discussion, as the top priority was placed on JCC on terminal evaluation.	Organize NSPGI Steering Committee and/or NSPGI Implementation Committee as soon as possible
		P		▨	▨								
3	Conduct review of rules and regulations related to Paurashavas (Schedule and activities of this year to be discussed with PD during the next assignment) July: To start discussion with LGD August-September: Necessary follow-up	A	■			Fusamae	Reviewed and newly formulated rules and regulations	○	×	×	n.a.	We were not able to spare time for the discussion, as the top priority was placed on JCC on terminal evaluation.	Resume the discussion on the issue as soon as possible
		P	▨	▨	▨								

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

Monthly monitoring

	Activities	**July** Progress Situation at the end of month: Activities	**July** Progress Situation at the end of month: Outputs	Mark*	Necessary Corrective Action for Next Month	**August** Progress Situation at the end of month: Activities	**August** Progress Situation at the end of month: Outputs	Mark*	Necessary Corrective Action for Next Month
1	Continue discussion and confirm the progress of Strategy implementation in PIC(Project Implementation Committee) Meetings August-September: to conduct PIC meeting, when necessary	n.a.	n.a.	n.a.	n.a.	no particular necessity to hold PIC	n.a.	n.a.	n.a.
2	Continue discussion and confirm the progress of Strategy implementation in NSPGI Implementation Committee and also NSPGI Steering Committee August-September: Discuss the timing and prepare for the NSPGI Implementation Committee and also NSPGI Steering Committee	n.a.	n.a.	n.a.	n.a.	no particular necessity to hold PIC	n.a.	n.a.	n.a.
3	Conduct review of rules and regulations related to Paurashavas (Schedule and activities of this year to be discussed with PD during the next assignment) July: To start discussion with LGD August-September: Necessary follow-up	Importance of review of rules and regulations related to Paurashavas was confirmed with LGD (Additional Secretary) during the period of mayors training in Japan.	n.a.	○	n.a.	No time to discuss the issue	nothing	×	Continue discussing how to deal with the issue

September

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Continue discussion and confirm the progress of Strategy implementation in PIC(Project Implementation Committee) Meetings August-September: to conduct PIC meeting, when necessary	JCC was held for the terminal evaluation of the project.	JCC minutes	○	n.a.
2	Continue discussion and confirm the progress of Strategy implementation in NSPGI Implementation Committee and also NSPGI Steering Committee August-September: Discuss the timing and prepare for the NSPGI Implementation Committee and also NSPGI Steering Committee	We were not able to spare time for the discussion, as the top priority was placed on JCC on terminal evaluation.	n.a.	×	Organize NSPGI Steering Committee and/or NSPGI Implementation Committee as soon as possible
3	Conduct review of rules and regulations related to Paurashavas (Schedule and activities of this year to be discussed with PD during the next assignment) July: To start discussion with LGD August-September: Necessary follow-up	We were not able to spare time for the discussion, as the top priority was placed on JCC on terminal evaluation.	n.a.	×	Resume the discussion on the issue as soon as possible

Phase of strategy implementation：July 2016～January 2018

(5) Conduct TOT (Old and New subjects)

【Persons involved in activities: Fusamae and Ido】

Person in Charge	Progress of activities																						Expected Outputs	Progress situation in general				Background analysis of progress	Targ
	Activities		Actual	7						8						9								Mark*			Actual outputs		
			Plan																					7	8	9			
Fusamae	1.1	Prepare for the TOT including the selection of instructors on "Monitoring of the Paurashava activities" July: Preparation of materials Aug: None Sep: None	A	■	■	■	■															TOT materials	○	n.a.	n.a.	n.a.	n.a.	n.a.
			P	▨	▨	▨	▨	▨	▨																			
	1.2	Conduct TOT (Expected to be conducted in July 2017) July: implementation of TOT Aug: Preparation of report Sep: None	A					■											■			TOT report	○	△	○	TOT report	n.a.	n.a.
			P					▨	▨			▨	▨															
Azeta	1.1	Prepare for the Nation wide training July: Prepare and start TOT for NILG Aug: Complete TOT for NILG	A					■	■	■	■											TOT Report	○	○	n.a.	TOT report	n.a.	n.a.
			P					▨	▨	▨	▨																	

Person in Charge	Progress of activities																					Expected Outputs	Progress situation in general				Background analysis of progress	Targ
	Activities		Actual	7						8						9							Mark*			Actual outputs		
			Plan																				7	8	9			
Ido	1.1	Prepare for the TOT including the selection of instructors for infrastructure related subjects (Master plan, Streets, Drainage, and Building Control if necessary) July: Selection of the instructors for Streets. August: Selection of the instructors for Drainage. September: n.a.	A	■	■	■	■	■	■	■	■	■										n.a.	○	○	n.a.	n.a.	n.a.	n.a.
			P	▨	▨	▨	▨	▨	▨	▨	▨	▨																
	1.2	Conduct TOT July: TOT is to be conducted for Streets.. August: TOT is to be conducted for Drainage. September: n.a.	A				■						■									TOT report	○	○	n.a.	TOT report	n.a.	n.a.
			P				▨						▨															
Suginaga	1.1	Prepare for TOT on citizen participation July: Training material preparation August: None September: None	A		■	■																Presentation materials	○	n.a.	n.a.	Presentation materials	n.a.	n.a.
			P		▨	▨																						
	1.2	Conduct TOT on citizen participation July: TOT implementation August: None September: None	A				■															TOT report	○	n.a.	n.a.	TOT report	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		July: Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	August: Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Prepare for the TOT including the selection of instructors on "Monitoring of the Paurashava activities" July: Preparation of materials Aug: None Sep: None	Prepared materials for training	A bangla version of the handbook, slides, case materials for exercises	○	n.a.	n.a.	n.a.	n.a.	n.a.
	1.2	Conduct TOT (Expected to be conducted in July 2017) July: implementation of TOT Aug: None Sep: None	Conducted TOT	none	○	n.a.	None	n.a.	△	Prepare TOT report
Azeta	1.1	Prepare for the Nation wide training July: Prepare and start TOT for NILG Aug: Complete TOT for NILG	Prepared and started TOT for NILG	TOT report	○	n.a.	Complete TOT for NILG	TOT report	○	n.a.

			July				August			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Ido	1.1	Prepare for the TOT including the selection of instructors for infrastructure related subjects (Master plan, Streets, Drainage, and Building Control if necessary) July: Selection of the instructors for Streets. August: Selection of the instructors for Drainage. September: n.a.	Selected instructors for Streets.	n.a.	○	n.a.	Selected instructors for Drainage	n.a.	○	n.a.
	1.2	Conduct TOT July: TOT is to be conducted for Streets.. August: TOT is to be conducted for Drainage. September: n.a.	Conducted TOT for Streets.	TOT report	○	n.a.	Conducted TOT for Drainage	TOT report	○	n.a.
Suginaga	1.1	Prepare for TOT on citizen participation July: Training material preparation August: None September: None	Preparation of presentation materials and other documents	Presentation materials and other documents	○	n.a.	n.a.	n.a.	n.a.	n.a.
	1.2	Conduct TOT on citizen participation July: TOT implementation August: None September: None	TOT Implementation	TOT Report	○	n.a.	n.a.	n.a.	n.a.	n.a.

September

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Prepare for the TOT including the selection of instructors on "Monitoring of the Paurashava activities" July: Preparation of materials Aug: None Sep: None	n.a.	n.a.	n.a.	n.a.
	1.2	Conduct TOT (Expected to be conducted in July 2017) July: implementation of TOT Aug: None Sep: None	Prepared TOT report	TOT report	○	n.a.
Azeta	1.1	Prepare for the Nation wide training July: Prepare and start TOT for NILG Aug: Complete TOT for NILG	n.a.	n.a.	n.a.	n.a.
Ido	1.1	Prepare for the TOT including the selection of instructors for infrastructure related subjects (Master plan, Streets, Drainage, and Building Control if necessary) July: Selection of the instructors for Streets. August: Selection of the instructors for Drainage. September: n.a.	n.a.	n.a.	n.a.	n.a.
	1.2	Conduct TOT July: TOT is to be conducted for Streets.. August: TOT is to be conducted for Drainage. September: n.a.	n.a.	n.a.	n.a.	n.a.
Suginaga	1.1	Prepare for TOT on citizen participation July: Training material preparation August: None September: None	n.a.	n.a.	n.a.	n.a.
	1.2	Conduct TOT on citizen participation July: TOT implementation August: None September: None	n.a.	n.a.	n.a.	n.a.

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(6.1) Conduct pilot training: New subjects
【Persons involved in activities: Fusamae and 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	7	8	9		Mark*			Actual outputs		
			Plan					7	8	9			
Fusamae (Monitoring of the Paurashava activities)	1.1	Prepare for the pilot training (other than TOT) July: None August: Revise materials Sep: Logistical arrangement	A		■	■	Teaching materials, identified trainees, logistics arrangement and so on	n.a.	△	○	Draft operational handbook for pilot training	n.a.	n.a.
			P		▨	▨							
	1.2	Conduct pilot training (Expected to be conducted in September 2017) July: None Aug: None Sep: Training implementation	A			■	training report	n.a.	n.a.	△	n.a.	Training of the second batch (2 PSs) was rescheduled for the first week of October to accommodate the schedule of local consultants.	Conduct training of the second batch.
			P			▨							
Ido (infrastructure related subjects)	2.1	Prepare for the pilot training (other than TOT) in "Master plan" Completed	A				Teaching materials, identified trainees, logistics arrangement and so on						
			P										
	2.2	Conduct pilot training in "Master plan" Completed	A				Training report						
			P										
	3.1	Prepare for the pilot training (other than TOT) in "Streets" July: Preparation of the training. August: n.a. September: n.a.	A	■			Teaching materials, identified trainees, logistics arrangement and so on	○	n.a.	n.a.	Teaching materials	n.a.	n.a.
			P	▨									

Person in Charge	Progress of activities						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			
Ido (infrastructure related subjects)	3.2	Conduct pilot training in "Streets" July: Conduct pilot training. August: n.a. September: n.a.	A	■			Training report	○	n.a.	n.a.	Training report	n.a.	n.a.
			P	■									
	4.1	Prepare for the pilot training (other than TOT) in "Drainage" July: Preparation of the training. August: Preparation of the training. September: n.a.	A	■	■		Teaching materials, identified trainees, logistics arrangement and so on	○	○	n.a.	Teaching materials	n.a.	n.a.
			P	■	■								
	4.2	Conduct pilot training in "Drainage" July: None August: Conduct pilot training. September: n.a.	A		■		Training report	n.a.	○	n.a.	Training report	n.a.	n.a.
			P		■								
	5.1	Prepare for the pilot training (other than TOT) in "Building control" The preparation of training was suspended, considering the delay of the progress of the Building Construction rules to be prepared by LGD.	A										
			P										
	5.2	Conduct pilot training in "Building control" The preparation of training was suspended, considering the delay of the progress of the Building Construction rules to be prepared by LGD.	A										
			P										

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

Monthly monitoring

			July				August			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Prepare for the pilot training (other than TOT) July: None August: Revise materials Sep: Logistical arrangement	n.a.	n.a.	n.a.	n.a.	Worked on the revision of the handbook	none	△	Complete the revision.
	1.2	Conduct pilot training (Expected to be conducted in September 2017) July: None Aug: None Sep: Training implementation	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Ido	2.1	Prepare for the pilot training (other than TOT) in "Master plan" Completed								
	2.2	Conduct pilot training in "Master plan" Completed								
	3.1	Prepare for the pilot training (other than TOT) in "Streets" July: Preparation of the training. August: n.a. September: n.a.	Preparation of the training was completed.	Teaching materials, identified trainees, logistics arrangement and so on	○	n.a.	n.a.	n.a.	n.a.	n.a.
	3.2	Conduct pilot training in "Streets" July: Conduct pilot training. August: n.a. September: n.a.	The pilot training for Streets was conducted.	Training report	○	n.a.	n.a.	n.a.	n.a.	n.a.
	4.1	Prepare for the pilot training (other than TOT) in "Drainage" July: Preparation of the training. August: Preparation of the training. September: n.a.	Preparation of the training is progressing	Identified lecturers and trainees, and logistics arrangement	○	n.a.	Preparation of the training was completed.	Teaching materials, identified trainees, logistics arrangement and so on	○	n.a.
	4.2	Conduct pilot training in "Drainage" July: None August: Conduct pilot training. September: n.a.	n.a.	n.a.	n.a.	n.a.	The pilot training for Drainage was conducted.	Training report	○	n.a.
	5.1	Prepare for the pilot training (other than TOT) in "Building control" Suspended								
	5.2	Conduct pilot training in "Building control" Suspended								

September

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Prepare for the pilot training (other than TOT) July: None August: Revise materials Sep: Logistical arrangement	Revised the draft handbook and made logistical arrangement for pilot training	Draft operational handbook	○	n.a.
	1.2	Conduct pilot training (Expected to be conducted in September 2017) July: None Aug: None Sep: Training implementation	Implemented the training of the first batch (2PSs)	n.a.	△	Implement the training of the second batch (2PSs)
Ido	2.1	Prepare for the pilot training (other than TOT) in "Master plan" Completed				
	2.2	Conduct pilot training in "Master plan" Completed				
	3.1	Prepare for the pilot training (other than TOT) in "Streets" July: Preparation of the training. August: n.a. September: n.a.	n.a.	n.a.	n.a.	n.a.
	3.2	Conduct pilot training in "Streets" July: Conduct pilot training. August: n.a. September: n.a.	n.a.	n.a.	n.a.	n.a.
	4.1	Prepare for the pilot training (other than TOT) in "Drainage" July: Preparation of the training. August: Preparation of the training. September: n.a.	n.a.	n.a.	n.a.	n.a.
	4.2	Conduct pilot training in "Drainage" July: None August: Conduct pilot training. September: n.a.	n.a.	n.a.	n.a.	n.a.
	5.1	Prepare for the pilot training (other than TOT) in "Building control" Suspended				
	5.2	Conduct pilot training in "Building control" Suspended				

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(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	7	8	9		Mark*			Actual outputs		
			Plan					7	8	9			
Fusamae (Orientation)	1.1	Prepare for the pilot training for elected reps of Atgharia Completed	A										
			P										
	1.2	Conduct pilot training for Atgharia Completed	A										
			P										
Fusamae (Development plan)	2.1	Prepare for the pilot training for Atgharia PS (other than TOT) Completed	A										
			P										
	2.2	Conduct pilot training for Atgharia PS Completed	A										
			P										

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	7	8	9		Mark*			Actual outputs		
								7	8	9			
Azeta (Financial subjects)	3.1	Prepare for the pilot training for 18 NOBIDEP paurashavas (other than TOT) January: Complete the preparation of the training Complete	A										
			P										
	3.2	Conduct pilot training for 18 NOBIDEP paurashavas April : Organize Tax assessment and collection training and Financial Management Training for elected representatives Complete	A										
			P										
	3.3	Support NILG to conduct Nation wide training Aug: Prepare and start Nation wide training Sep: Continue Nation wide training	A		■	■	Training report	n.a.	△	△	A list of candidate paurashavas, a letter to LGD	The nation wide training was not started during this period because the team started the revision of handbooks based on the comments by LGD.	Start organizing training from end - October.
			P		▨	▨							
Suginaga (Citizen participation)	4.1	Prepare for the pilot training for 5 pilot Paurashavas Completed.	A										
			P										
	4.2	Pilot training for newly assigned members at 5 pilot Paurashavas. Completed	A										
			P										

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

Monthly monitoring

			July				August			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae (Orientation)	1.1	Prepare for the pilot training for elected reps of Atgharia Completed								
	1.2	Conduct pilot training for Atgharia Completed								
Fusamae (Development plan)	2.1	Prepare for the pilot training for Atgharia PS (other than TOT) Completed								
	2.2	Conduct pilot training for Atgharia PS Completed								
Azeta	3.3	Support NILG to conduct Nation wide training Aug: Prepare and start Nation wide training Sep: Continue Nation wide training	n.a.	n.a.	n.a.	n.a.	Selected candidate paurashavas for the nation wide training	List of candidate paurashavas	△	n.a. (the nation wide training is going to start from end - October. The delay is because the team started the revision of handbooks based on the comments by LGD).
Suginaga	4.1	Prepare for the pilot training for 5 pilot Paurashavas Completed								
	4.2	Pilot training for newly assigned members at 5 pilot Paurashavas. Completed								

September

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae (Orientation)	1.1	Prepare for the pilot training for elected reps of Atgharia Completed				
	1.2	Conduct pilot training for Atgharia Completed				
Fusamae (Development plan)	2.1	Prepare for the pilot training for Atgharia PS (other than TOT) Completed				
	2.2	Conduct pilot training for Atgharia PS Completed				
Azeta	3.3	Support NILG to conduct Nation wide training Aug: Prepare and start Nation wide training Sep: Continue Nation wide training	Carried out preparation works of training (issued a request letter for LGD and determined the details of ledger books to be distributed in the training).	A letter to LGD	△	n.a. (the nation wide training is going to start from end - October. The delay is because the team started the revision of handbooks based on the comments by LGD).
Suginaga	4.1	Prepare for the pilot training for 5 pilot Paurashavas Completed				
	4.2	Pilot training for newly assigned members at 5 pilot Paurashavas. Completed				

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(7) Support Pourashavas' administrative activities

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

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	7	8	9			Mark*			Actual outputs		
		Plan						7	8	9			
1	Implement support activities (Development planning) July-Sep: Support preparation of development plan of 1 PS	A	□□□□□□	□□□■■■	□□□□□□	Fusamae	Field visit reports	n.a.	○	○	Field visit report	n.a.	Continue support for development plan preparation of one remaining PS
		P	▨▨▨▨▨▨	▨▨▨▨▨▨	▨▨▨▨▨▨								
2	Implement support activities (Monitoring of the Paurashava activities) July-Sep: none	A	□□□□□□	□□□□□□	□□□□□□	Fusamae		n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
		P	□□□□□□	□□□□□□	□□□□□□								
3	Implement support activities (Budget / Accounting) in five pilot paurashavas Jul: Collect information on the preparation of annual statements Aug - Sep: Collect information on the implementation of budget monitoring	A	■■■□□□	□□□□□□	□□□□□□	Azeta	Field Visit report / Follow-up progress report	○	n.a.	×	Field Visit report / Follow-up progress report	Implementation of support activities were not completed as planned because consultants focused on revising handbooks.	Continue monitoring of five pilot paurashavas.
		P	▨▨□□□□	□□□□□▨	□□□□□▨								
4	Implement support activities (Tax collection) in five pilot paurashavas Jul - Sep: Collect information on the tax collection status at pilot paurashavas and provide necessary supports	A	□□□□■■	□□□□□□	□□□□□□		Field Visit report / Follow-up progress report	○	n.a.	×	Field Visit report / Follow-up progress report	Implementation of support activities were not completed as planned because consultants focused on revising handbooks.	Continue monitoring of five pilot paurashavas.
		P	▨▨□□□□	□□□□□▨	□□□□□▨								
5	Implement support activities (Tax assessment) in five pilot paurashavas Jul - Sep: Collect information on the tax assessment at pilot paurashavas and provide necessary supports	A	□□□□■■	□□□□■□	□□□□□□		Field Visit report / Follow-up progress report	○	○	×	Field Visit report / Follow-up progress report	Implementation of support activities were not completed as planned because consultants focused on revising handbooks.	Continue monitoring of five pilot paurashavas.
		P	▨▨□□□□	□□□□□▨	□□□□□▨								
6	Implement support activities (Master plan) July: To contact by telephone or e-mail. August: To contact by telephone or e-mail. September: To visit Paurashavas.	A	□□□□■■	□□□□■■	■■■■■■	Ido	Field Visit report / Follow-up progress report	○	○	○	Handbook feedback sheet	The follow-up activity was conducted in Dhaka since some members of Paurashavas were only available in Dhaka	Paurashavas will be visited by Project Consultant
		P	□□□□▨▨	▨▨▨▨▨▨	▨▨▨▨▨▨								
7	Implement support activities (Streets) July: None. August: To contact by telephone or e-mail. September: To visit Paurashavas.	A	□□□□□□	□□□□■■	■■■■■■		Field Visit report / Follow-up progress report	n.a.	○	○	Handbook feedback sheet	The follow-up activity was conducted in Dhaka since some members of Paurashavas were only available in Dhaka	Paurashavas will be visited by Project Consultant
		P	□□□□□□	▨▨▨▨▨▨	▨▨▨▨▨▨								
8	Implement support activities (Drainage) July: None. August: None. September: To visit Paurashavas.	A	□□□□□□	□□□□□□	■■■■■■		Field Visit report / Follow-up progress report	n.a.	n.a.	○	Handbook feedback sheet	The follow-up activity was conducted in Dhaka since some members of Paurashavas were only available in Dhaka	Paurashavas will be visited by Project Consultant
		P	□□□□□□	□□□□□□	▨▨▨▨▨▨								
9	Implement support activities (Building control), if necessary Suspended	A	□□□□□□	□□□□□□	□□□□□□								
		P	□□□□□□	□□□□□□	□□□□□□								
10	Implementation support activities (Citizen participation) July: Field survey for data collection August: Field survey for data collection and data compilation September: None.	A	□□□□■■	■■■■■■	■■□□□□	Suginaga	Updated information is collected for the project terminal evaluation	○	○	○	additional information is prepared and submitted to the terminal evaluation team.		n.a.
		P	□□□□▨▨	▨▨▨▨▨▨	□□□□□□								

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

Monthly monitoring

		July				**August**			
Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Implement support activities (Development planning) July-Sep: Support preparation of development plan of 1 PS	None	n.a.	n.a.	n.a.	Supported preparation of development plan of 1 PS	None	○	n.a.
2	Implement support activities (Monitoring of the Paurashava activities) July-Sep: none	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
3	Implement support activities (Budget / Accounting) in five pilot paurashavas Jul: Collect information on the preparation of annual statements Aug - Sep: Collect information on the implementation of budget monitoring	Contacted pilot paurashavas and confirmed that all five paurashavas prepared annual statements.	Follow up progress report	○	n.a.	n.a.	n.a.	n.a.	n.a. (support activities were not implemented because consultants focused on revising handbooks)
4	Implement support activities (Tax collection) in five pilot paurashavas Jul - Sep: Collect information on the tax collection status at pilot paurashavas and provide necessary supports	Collected information on the tax collection efficiency for FY 2016-17.	Follow up progress report	○	n.a.	n.a.	n.a.	n.a.	n.a. (support activities were not implemented because consultants focused on revising handbooks)
5	Implement support activities (Tax assessment) in five pilot paurashavas Jul - Sep: Collect information on the tax assessment at pilot paurashavas and provide necessary supports	Collected information on the new tax demand amounts at pilot paurashavas after re-assessment.	Follow up progress report	○	n.a.	Collected information on the tax demand (tax assessment) for FY 2016-17.	Follow up progress report	○	n.a.
6	Implement support activities (Master plan) July: To contact by telephone or e-mail. August: To contact by telephone or e-mail. September: To visit Paurashavas.	Support activity was conducted to 4 Paurashavas which has a master plan within the Project Pilot Paurashavas by telephone.	n.a.	○	n.a.	Conducted support activity to Paurashava personnel during the Drainage Training	n.a.	○	n.a.
7	Implement support activities (Streets) July: None. August: To contact by telephone or e-mail. September: To visit Paurashavas.	n.a.	n.a.	n.a.	n.a.	Conducted support activity to Paurashava personnel during the Drainage Training	n.a.	○	n.a.
8	Implement support activities (Drainage) July: None. August: None. September: To visit Paurashavas.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
9	Implement support activities (Building control), if necessary Suspended	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
10	Implementation support activities (Citizen participation) July: Field survey for data collection August: Field survey for data collection and data compilation September: None.	The survey is in progress.	Any outputs are not yet materialized (The survey is in progress).	○	n.a.	The survey is conducted and necessary documents are collected.	Updated information is submitted to the terminal evaluation team.	○	n.a.

September

	Activities	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Implement support activities (Development planning) July-Sep: Support preparation of development plan of 1 PS	None	n.a.	○	n.a.
2	Implement support activities (Monitoring of the Paurashava activities) July-Sep: none	n.a.	n.a.	n.a.	n.a.
3	Implement support activities (Budget / Accounting) in five pilot paurashavas Jul: Collect information on the preparation of annual statements Aug - Sep: Collect information on the implementation of budget monitoring	Support activities were not conducted as planned because consultants focused on revising handbooks.	n.a.	×	n.a. (support activities were not implemented because consultants focused on revising handbooks)
4	Implement support activities (Tax collection) in five pilot paurashavas Jul - Sep: Collect information on the tax collection status at pilot paurashavas and provide necessary supports	Support activities were not conducted as planned because consultants focused on revising handbooks.	n.a.	×	n.a. (support activities were not implemented because consultants focused on revising handbooks)
5	Implement support activities (Tax assessment) in five pilot paurashavas Jul - Sep: Collect information on the tax assessment at pilot paurashavas and provide necessary supports	Support activities were not conducted as planned because consultants focused on revising handbooks.	n.a.	×	n.a. (support activities were not implemented because consultants focused on revising handbooks)
6	Implement support activities (Master plan) July: To contact by telephone or e-mail. August: To contact by telephone or e-mail. September: To visit Paurashavas.	Conducted support activity to Paurashava while they were in Dhaka	Handbook feedback sheet	○	n.a.
7	Implement support activities (Streets) July: None. August: To contact by telephone or e-mail. September: To visit Paurashavas.	Conducted support activity to Paurashava while they were in Dhaka	Handbook feedback sheet	○	n.a.
8	Implement support activities (Drainage) July: None. August: None. September: To visit Paurashavas.	Conducted support activity to Paurashava while they were in Dhaka	Handbook feedback sheet	○	n.a.
9	Implement support activities (Building control), if necessary Suspended				
10	Implementation support activities (Citizen participation) July: Field survey for data collection August: Field survey for data collection and data compilation September: None.	Additional information is prepared and submitted to the terminal evaluation team.	Additional information	○	n.a.

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(8) Identify good practices

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

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	Accumulate good practices by using the format designed in the team July: None Aug-Sep: collection by LC	A	□□□□□□	□□□□□□	□□□□□□	Fusamae	Good practices recorded in the standard format	n.a.	×	×	n.a.	LC had no time because of other activities.	LC start gathering information
		P	□□□□□□	▨▨▨▨▨▨	▨▨▨▨▨▨								
2	Accumulate good practices by using the format designed in the team Jul: Continue collecting information on the improvements in pilot paurashava (mainly in tax collection and tax assessment) Aug-Sep: Prepare memo on good practices in tax collection and assessment.	A	□□□□■■	□□□□□□	□□■■■□	Azeta	Good practices recorded in the standard format	○	×	○	A good practices memo on tax collection and assessment	Planned activities were conducted.	n.a.
		P	□□□□▨▨	□□□□▨▨	□□□□▨▨								
3	Accumulate good practices by using the format designed in the team July: None August: None September: None	A	□□□□□□	□□□□□□	□□■□□□	Suginaga	Good practices recorded in the standard format	n.a.	n.a.	n.a	Revised short column regarding the good practice on citizen participation		n.a.
		P	□□□□□□	□□□□□□	□□□□□□								
4	Accumulate good practices by using the format designed in the team July: None. August: None. September: To visit Paurashavas.	A	□□□□□□	□□□□□□	□□□□□□	Ido	Good practices recorded in the standard format	n.a.	n.a.	×	Paurashava visit has not yet started since the follow-up activity is conducted in Dhaka	Some members of Paurashavas were in Dhaka for other occasions	The program to visit Paurashavas will be scheduled in the next month
		P	□□□□□□	□□□□□□	▨▨▨▨▨▨								

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

Monthly monitoring

		July				August			
Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Accumulate good practices by using the format designed in the team July: None Aug-Sep: Collection by LC	n.a.	n.a.	n.a.	n.a.	None	None	×	Start collection of information.
2	Accumulate good practices by using the format designed in the team Jul: Continue collecting information on the improvements in pilot paurashava (mainly in tax collection and tax assessment) Aug-Sep: Prepare memo on good practices in tax collection and assessment.	Collected information on the tax collection at pilot paurashavas.	List of tax collection before and after training at pilot paurashavas	○	n.a.	n.a.	n.a.	×	Communicate with pilot paurashavas to collect information on the improvement in tax collection.
3	Accumulate good practices by using the format designed in the team July: None August: None September: None	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
4	Accumulate good practices by using the format designed in the team July: None. August: None. September: To visit Paurashavas.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

		September			
Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Accumulate good practices by using the format designed in the team July: None Aug-Sep: Collection by LC	None	n.a.	×	LC start gathering information
2	Accumulate good practices by using the format designed in the team Jul: Continue collecting information on the improvements in pilot paurashava (mainly in tax collection and tax assessment) Aug-Sep: Prepare memo on good practices in tax collection and assessment.	Prepared a good practices memo (of tax collection and assessment) following the standard format.	Memo on good practice	○	n.a.
3	Accumulate good practices by using the format designed in the team July: None August: None September: None	Revision of short column	Revised short column regarding the good practice on citizen participation	n.a.	n.a.
4	Accumulate good practices by using the format designed in the team July: None. August: None. September: To visit Paurashavas.	Paurashava visit has not yet started since the follow-up activity is conducted in Dhaka	n.a.	×	The program to visit Paurashavas will be scheduled in the next month

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(9) Share identified good practices with other Paurashavas
【Persons involved in activities: All the Japanese experts】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	7	8	9			Mark*			Actual outputs		
		Plan						7	8	9			
1	Disseminate the project information on the project in general by Facebook July: Update three times in a month August: Update three times in a month September: Update three times in a month	A	■■■	■■■	■■■	Nakamura	Periodic renewal of news in face book	○	○	○	Periodic renewal of news in face book	Activities were conducted smoothly as planned.	Implement the planned activity
		P	▨▨▨	▨▨▨	▨▨▨								
2	Conduct presentation on good practices by pilot Paurashavas in WG meetings completed by the previous quarter	A				Sasao							
		P											
3	Share the good practices at the time of nationwide training which will start after July, 2017 July: n.a. August-September: to prepare info sharing in financial subjects in nation-wide training	A				All the Japanese experts	Training records	n.a.	n.a.	△	n.a.	Expected start of training in which good practices would be presented was delayed owing to the prolonged review work of operational handbooks in finance.	Conduct extended training I financial subjects
		P		▨▨▨	▨▨▨								
4	Conduct a seminar on "National Strategy for Paurashava Governance Improvement 2016-2025" to all the mayors (planned for October, 2017) July: n.a. August-September: to prepare the seminar	A		■		Sasao	Seminar records	n.a.	△	×	n.a.	We were not able to spare time for the discussion, as the top priority was placed on JCC on terminal evaluation.	Prepare for the seminar expected to be held in November
		P		▨▨▨	▨▨▨								

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

Monthly monitoring

Activities		July				August			
		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Disseminate the project information on the project in general by Facebook July: Update three times in a month August: Update three times in a month September: Update three times in a month	News on follow-up activities were released in face book.	Released news	○	n.a.	News on follow-up activities were released in face book. News on Paurashava mayors training in Japan was also released by JICA upon request of the project.	Released news, especially the training for Paurashava mayors in Japan	○	n.a.
2	Conduct presentation on good practices by pilot Paurashavas in WG meetings completed by the previous quarter								
3	Share the good practices at the time of nationwide training which will start after July, 2017 July: n.a. August-September: to prepare info sharing in financial subjects in nation-wide training	n.a.	n.a.	n.a.	n.a.	Nation wide training in finance was not conducted yet.	nothing	n.a.	Start preparation for the Nation wide training in finance
4	Conduct a seminar on "National Strategy for Paurashava Governance Improvement 2016-2025" to all the mayors (planned for October, 2017) July: n.a. August-September: to prepare the seminar	n.a.	n.a.	n.a.	n.a.	Redesigned the outline of the NSPGI dissemination seminar	Redesigned outline of the seminar	△	Discuss the outline with JICA and LGD

September

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Disseminate the project information on the project in general by Facebook July: Update three times in a month August: Update three times in a month September: Update three times in a month	News on follow-up activities were released in face book.	Released news	○	n.a.
2	Conduct presentation on good practices by pilot Paurashavas in WG meetings completed by the previous quarter				
3	Share the good practices at the time of nationwide training which will start after July, 2017 July: n.a. August-September: to prepare info sharing in financial subjects in nation-wide training	Expected start of training in which good practices would be presented was delayed owing to the prolonged review work of operational handbooks in finance.	n.a.	△	Conduct extended training in financial subjects
4	Conduct a seminar on "National Strategy for Paurashava Governance Improvement 2016-2025" to all the mayors (planned for October, 2017) July: n.a. August-September: to prepare the seminar	We were not able to spare time for the discussion, as the top priority was placed on JCC on terminal evaluation.	n.a.	×	Prepare for the seminar expected to be held in November

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(10) Support the terminal evaluation of the project
【Persons involved in activities: Sasao, Sato 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	7	8	9			Mark*			Actual outputs		
		Plan						7	8	9			
1	Conduct impact (end line) survey in 5 pilot Paurashavas July: Conduct the survey in two Paurashavas August: Prepare the survey report September: n.a.	A	□□□□■■	■■■□□□	□□□■□□	Sato	Impact (end line) survey report	○	○	○	End line survey report	The end line survey report was drafted by the end of August and it has been edited to complete the report in September.	n.a.
		P	□□□□▨▨	▨▨▨□□□	□□□□□□								
2	Conduct supportive activities such as information provision and discussion (Terminal evaluation will be conducted in September, 2017.) August: Preparation for the terminal evaluation September: Supporting activities for the terminal evaluation	A	□□□□□□	□□□■■■	□□□□□□	Sasao, Nakamura	n.a.	n.a.	○	○	n.a.	We steadily conducted necessary activities. There was no particular obstacle factor.	n.a.
		P	□□□□□□	□□▨▨▨▨	□▨▨▨▨□								

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

Monthly monitoring

		July				August			
Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Conduct impact (end line) survey in 5 pilot Paurashavas July: Conduct the survey in two Paurashavas August: Prepare the survey report September: n.a.	Conducted the end-line survey in the two remaining Paurashavas. Discussed the structure and contents of the end-line survey report with local consultants.	n.a.	○	n.a.	Prepared the end line survey report based on the information collected from 5 Pilot Paurashavas.	End line survey report	○	n.a.
2	Conduct supportive activities such as information provision and discussion (Terminal evaluation will be conducted in September, 2017.) August: Preparation for the terminal evaluation September: Supporting activities for the terminal evaluation	n.a.	n.a.	n.a.	n.a.	had meetings with JICA officers and also the evaluation consultant, supported appointment making for the evaluation mission	tentative research schedule	○	n.a.

		September			
Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Conduct impact (end line) survey in 5 pilot Paurashavas July: Conduct the survey in two Paurashavas August: Prepare the survey report September: n.a.	Reviewed and edited the draft end line survey report to complete	End line survey report	○	n.a.
2	Conduct supportive activities such as information provision and discussion (Terminal evaluation will be conducted in September, 2017.) August: Preparation for the terminal evaluation September: Supporting activities for the terminal evaluation	We steadily conducted necessary activities.	n.a.	○	n.a.

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

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

【Persons involved in activities: Sasao and Togawa/Yamaguchi】

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* 7	8	9	Actual outputs		
1	Preparation of training (This will start in December, 2016) July: Last minute preparation for the training	A	■■■■□□	□□□□□□	□□□□□□	Sasao, Yamaguchi	Finalized training schedule and program, Prepared training materials (Complete)	○	n.a.	n.a.	Finalized training schedule and program, Prepared training materials (Complete)	n.a.	n.a.
		P	▨▨▨▨□□	□□□□□□	□□□□□□								
2	Conduct training in Japan (expected for July, 2017) July: Conducting training August: Report writing	A	□□□□■■	□□□■■■	□□■■□□	Sasao, Yamaguchi	Training report	○	△	○	Training report	It took more time for the finalization of the report.	n.a.
		P	□□□□▨▨	▨▨▨▨▨▨	□□□□□□								

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

Monthly monitoring

July / **August**

	Activities	July: Progress Situation at the end of month: Activities	July: Progress Situation at the end of month: Outputs	July: Mark*	July: Necessary Corrective Action for Next Month	August: Progress Situation at the end of month: Activities	August: Progress Situation at the end of month: Outputs	August: Mark*	August: Necessary Corrective Action for Next Month
1	Preparation of training (This will start in December, 2016) July: Last minute preparation for the training	Preparation was conducted as necessary.	Various check list	○	n.a.	n.a.	n.a.	n.a.	n.a.
2	Conduct training in Japan (expected for July, 2017) July: Conducting training August: Report writing	Training was conducted successfully.	n.a.	○	n.a.	Conducted financial settlement and report writing	draft report	△	Accelerate report writing

September

	Activities	Progress Situation at the end of month: Activities	Progress Situation at the end of month: Outputs	Mark*	Necessary Corrective Action for Next Month
1	Preparation of training (This will start in December, 2016) July: Last minute preparation for the training	n.a.	n.a.	n.a.	n.a.
2	Conduct training in Japan (expected for July, 2017) July: Conducting training August: Report writing	We finalized reporting and also financial settlement.	Training report	○	n.a.

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(12) Formulate the project completion report
【Persons involved in activities: All the Japanese experts】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	7	8	9			Mark*			Actual outputs		
		Plan						7	8	9			
1	Formulate the project completion report (This activity will start in December, 2017)	A				All the Japanese experts	Training report	n.a.	n.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		**July** Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	**August** Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Formulate the project completion report (This activity will start in December, 2017)	n.a	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

September

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Formulate the project completion report (This activity will start in December, 2017)	n.a.	n.a.	n.a.	n.a.

2.2.2 October ~ December 2017

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(1.1) Revise the existing practical manuals/guidelines, training modules, curricula, 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	10	11	12		Mark*			Actual outputs		
			Plan					10	11	12			
Fusamae (Orientation)	1.1	Obtain approval of training handbook Work is completed and waiting for the approval from LGD by the yearend	A	□□□□□□	□■■■■■	■■■■■■	Authorized training handbook	n.a.	○	○	n.a.	n.a.	Finalize the handbook incorporated LGD's comments and have the final discussion with LGD
			P	□□□□□□	□□□□□□	□□□□□□							
Fusamae (Development plan)	1.2	Obtain approval of training handbook by the end of January 2018 October: None November: Finalize the draft handbook and submit it to LGD December: None	A	□□□□□□	□□■■■■	■■■■■■	Final draft training handbook	n.a.	△	△	n.a.	Local staff does not have enough time to finalize the bengali version of the handbook due to other tasks.	Finalize the bengali version and submit it to LGD
			P	□□□□□□	▨▨▨▨▨▨	□□□□□□							
Azeta (Finance)	2	Obtain approval of handbooks on i) Budget formulation, execution and monitoring, ii) Accounting and budget execution, iii) Tax collection, iv) Tax assessment and v) Financial management for elected representatives Oct - Nov: Receive comments from LGD, reflect the comments to handbooks and discuss the revision with LGD for approval.	A	■■■■□□	■■■■■■	■■□□□□	Revised and authorized operational handbook	○	○	○	Revised operational handbook	The handbooks were revised based on the comments by LGD and submitted to LGD for final review. Handbooks on iii) Tax collection, iv) Tax assessment went through the final review by LGD.	Revise handbooks upon the requests by LGD
			P	▨▨▨▨▨▨	▨▨▨□□□	□□□□□□							
Suginaga (Citizen participation)	3	Revise manual/guidelines, training module, curriculum, and materials Completed. (It is necessary to obtain official approval from LGD.) October: Support the review by LGD November: Support the review by LGD December: n.a.	A	□□□□□■	■■■■■■	□□□□■■	Revised and authorized operational handbook	○	○	○	The revised operational handbook is confirmed by LGD.	n.a.	The handbook will be finalized according to additional comments from LGD.
			P	□□□□□▨	▨▨▨▨▨▨	□□□□□□							

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

Monthly monitoring

Person in Charge	Activities (October-December, 2017)		October				November			
			Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae (Orientation)	1.1	Obtain approval of training handbook Work is completed and waiting for the approval from LGD by the yearend	n.a.	n.a.	n.a.	n.a.	LGD reviewed 60% of the handbook and the project team worked to incorporate their comments.	n.a.	○	n.a.
Fusamae (Development plan)	1.2	Obtain approval of training handbook by the end of January 2018 October: None November: Finalize the draft handbook and submit it to LGD December: None	n.a.	n.a.	n.a.	n.a.	Finalized the English version and started the finalization of the Bangla version	English version of the handbook	△	Finalize the Bangla version and submit it to LGD for review.
Azeta	2	Obtain approval of handbooks Oct - Nov: Receive comments from LGD, reflect the comments to handbooks and discuss the revision with LGD for approval.	Received comments from LGD, reflect the comments to a handbook (Accounting and reporting handbook)	Revised accounting and reporting handbook	○	n.a.	Received comments from LGD, reflected the comments to a handbook (Financial management handbook for elected representatives)	Revised financial management handbook for elected representatives	○	n.a.
Suginaga	3	Revise manual/guidelines, training module, curriculum, and materials Completed. (It is necessary to obtain official approval from LGD.) October: Support the review process November: Support the review process December: n.a.	Supported the review process	Comments on the revision are collected from LGD.	○	n.a.	Supported the review process	The work for revising the operational handbook is under way.	○	n.a.

December

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae (Orientation)	1.1	Obtain approval of training handbook Work is completed and waiting for the approval from LGD by the yearend	LGD completed the review of the handbook and the project team worked to incorporate their comments.	n.a.	○	n.a.
Fusamae (Development plan)	1.2	Obtain approval of training handbook by the end of January 2018 October: None November: Finalize the draft handbook and submit it to LGD December: None	Worked on the finalization of the Bengali version	n.a.	△	Finalize the Bengali version and submit it to LGD
Azeta	2	Obtain approval of handbooks Oct - Nov: Receive comments from LGD, reflect the comments to handbooks and discuss the revision with LGD for approval.	Reviewed, revised and submitted all handbooks for final review by LGD.	Revised handbooks on i) Budget formulation, execution and monitoring, ii) Accounting and budget execution, iii) Tax collection, iv) Tax assessment and v) Financial management for elected representatives	○	n.a.
Suginaga	3	Revise manual/guidelines, training module, curriculum, and materials Completed. (It is necessary to obtain official approval from LGD.) October: Support the review process November: Support the review process December: n.a.	The review of the handbook by LGD is supported.	The revised operational handbook is confirmed by LGD.	○	The handbook will be finalized according to additional comments from LGD.

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

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

【Persons involved in activities: Fusamae and Ido】

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities		Actual	10	11	12		Mark*			Actual outputs		
			Plan					10	11	12			
Fusamae (Monitoring of Paurashava Activities)	1.1	Finalize practical manual/guidelines, training module, curriculum, and materials on "Monitoring of Paurashava Activities" after follow-up activities October-December: None	A				n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
			P										
Ido (Infrastructure related subjects)	2.1	Formulate practical manual/guidelines, training module, curriculum, and materials on "Master plan" (to be revised by January 2018) October: The handbook is to be reviewed November: The handbook is to be revised December: Training module, curriculum and materials are to be revised	A	□□□■■■	■■■■■■	■■■■■■	Revised operational handbook, training module, curriculum, and materials	○	○	○	Revised handbook in Bangla	The handbooks in Bangla and English are almost completed.	The teaching materials in Bangla will be prepared for MPI Training to be held in January 2018.
			P	□□□▨▨▨	▨▨▨▨▨▨	▨▨▨▨▨▨							
	2.2	Formulate practical manual/guidelines, training module, curriculum, and materials on "Streets" (to be revised by the training follow-up activities) October: The Handbook is to be revised November: The Handbook is to be revised December: The Handbook is to be revised	A	■■■■■■	■■■■■■	■■■■■■	Revised operational handbook, training module, curriculum, and materials	○	△	○	Revised handbook in Bangla	Since one Project Consultant was assigned for follow-up activity to pilot Paurashavas, and another Project Consultant and one more staff were focused on the revision of the handbook, the work was accelerated to almost complete the handbook in Bangla.	The teaching materials in Bangla will be prepared for TOT to be held in January 2018, followed by the revision of handbook in English.
			P	▨▨▨▨▨▨	▨▨▨▨▨▨	▨▨▨▨▨▨							

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities		Actual	10	11	12		Mark*			Actual outputs		
			Plan					10	11	12			
Ido (Infrastructure related subjects)	2.3	Formulate practical manual/guidelines, training module, curriculum, and materials on "Drainage" (to be revised by the training follow-up activities) October: The Handbook is to be revised November: The Handbook is to be revised December: The Handbook is to be revised	A	■	■	■	Revised operational handbook, training module, curriculum, and materials	○	○	○	Handbook under revision	The handbooks in Bangla is still revised to incorporate the feedbacks from LGED and Paurashavas to prepare for the TOT to be held in January 2018.	The teaching materials in Bangla will be prepared for MPI Training to be held in January 2018.
			P	▨	▨	▨							
	2.4	Formulate training module, curriculum, and materials on "Building control" Suspended	A				n.a.						
			P										

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

Monthly monitoring

			October				**November**			
Person in Charge	Activities (October - December, 2017)		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Finalize practical manual/guidelines, training module, curriculum, and materials on "Monitoring of Paurashava Activities" after follow-up activities October-December: None	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Ido	2.1	Formulate practical manual/guidelines, training module, curriculum, and materials on "Master plan" (to be revised by January 2018) October: The handbook is to be reviewed November: The handbook is to be revised December: Training module, curriculum and materials are to be revised	The handbook is being revised by the Local Consultant based on the feedbacks from Paurashavas.	Handbook under revision	○	n.a.	The Local Consultant has been continuing to revise the handbook based on the feedbacks from Paurashavas.	Handbook under revision	○	n.a.
	2.2	Formulate practical manual/guidelines, training module, curriculum, and materials on "Streets" (to be revised by the training follow-up activities) October: The Handbook is to be revised November: The Handbook is to be revised December: The Handbook is to be revised	The handbook is being revised by the Project Consultant based on the feedbacks from Paurashavas.	Handbook under revision	○	n.a.	The handbook is being revised by the Project Consultants based on the feedbacks from Paurashavas. However, the pace of the work is bit slowed down in this month because the Project Consultants are engaged for follow-up activity to pilot Paurashavas this month.	Handbook under revision	△	After the follow-up activity is done for the 1st round of the pilot Paurashavas, the Project Consultants shall accelerate their revision work.

Person in Charge	Activities (October - December, 2017)		October Progress Situation at the end of month: Activities	October Progress Situation at the end of month: Outputs	Mark*	Necessary Corrective Action for Next Month	November Progress Situation at the end of month: Activities	November Progress Situation at the end of month: Outputs	Mark*	Necessary Corrective Action for Next Month
Ido	2.3	Formulate practical manual/guidelines, training module, curriculum, and materials on "Drainage" (to be revised by the training follow-up activities) October: The Handbook is to be revised November: The Handbook is to be revised December: The Handbook is to be revised	The handbook is being revised by the Local Consultant based on the feedbacks from Paurashavas. However, the Project is still waiting for the feedback from LGED.	Handbook under revision	○	n.a.	LGED provided their feedback on the Handbook this month. Therefore, the handbook is being revised by the Local Consultant based on the feedbacks from LGED and Paurashavas.	Handbook under revision	○	n.a.
	2.4	Formulate training module, curriculum, and materials on "Building control" Suspended								

December

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Finalize practical manual/guidelines, training module, curriculum, and materials on "Monitoring of Paurashava Activities" after follow-up activities October-December: None	n.a.	n.a.	n.a.	n.a.
Ido	2.1	Formulate practical manual/guidelines, training module, curriculum, and materials on "Master plan" (to be revised by January 2018) October: The handbook is to be reviewed November: The handbook is to be revised December: Training module, curriculum and materials are to be revised	The Local Consultant has been continuing to revise the handbook based on the feedbacks from Paurashavas, and the handbook in both Bangla and English are almost completed.	Revised handbook in Bangla	○	n.a.
	2.2	Formulate practical manual/guidelines, training module, curriculum, and materials on "Streets" (to be revised by the training follow-up activities) October: The Handbook is to be revised November: The Handbook is to be revised December: The Handbook is to be revised	The handbook is being revised by the Project Consultants based on the feedbacks from Paurashavas. The work was bit slowed down last month, but extra human resource was input to accelerate the work. The revision of handbook in Bangla is almost completed, and the handbook in English will be revised after the handbook in Bangla and teaching materials in Bangla are finalized for the TOT to be held in January 2018.	Revised handbook in Bangla	○	n.a.

December

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Ido	2.3	Formulate practical manual/guidelines, training module, curriculum, and materials on "Drainage" (to be revised by the training follow-up activities) October: The Handbook is to be revised November: The Handbook is to be revised December: The Handbook is to be revised	The Local Consultant has been continuing to revise the handbook in Bangla based on the feedbacks from LGED and Paurashavas. The handbook in English will be revised after the handbook in Bangla and teaching materials in Bangla are finalized for the TOT to be held in January 2018.	Handbook under revision	○	n.a.
	2.4	Formulate training module, curriculum, and materials on "Building control" Suspended				

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(2) Provide support for the full scale implementation of the Strategy

【Persons involved in activities: Sasao、Sato, Fusamae, Azeta, Ido and Suginaga】

Progress of activities																					Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities	Actual Plan	10						11						12								Mark*			Actual outputs		
																							10	11	12			
1	Formulate LGD's Action Plan Oct: Starting revision of current simple draft Nov: Discussing the revised version with LGD Dec: Finalizing the LGD's Action Plan	A		■	■	■					■	■	■				■	■	■		Sasao, Sato	LGD's Action Plan	○	△	△	DRAFT LGD's Action Plan	The draft was completed but the discussion with LGD is not sufficiently conducted yet.	To discuss the DRAFT with LGD as soon as possible
		P		▨	▨	▨					▨	▨	▨				▨	▨	▨									
2	Formulate Pilot Paurashavas' Action Plan (PAP) Oct: Continuance of revision of current draft Nov: Continuance of revision of current draft and discussion with LGD Dec: Finalizing the PAP	A		■	■	■					■	■	■				■	■	■		Sasao, Sato	Format of Paurashava's Action Plan / Pilot Paurashavas' Action Plan	○	○	○	Format of Paurashava's Action Plan / Pilot Paurashavas' Action Plan	The activities were conducted smoothly.	To obtain unofficial agreement from LGD before the NSPGI Steering Committee
		P		▨	▨	▨					▨	▨	▨				▨	▨	▨									
3	Formulate Detailed Training Plan (DTP) Oct: Formulating DTP in consultation with NILG and LGED and also responsible Japanese experts Nov: Continuing the formulation of DTP Dec: Finalizing the DTP	A		■	■	■					■	■	■				■	■	■		Sasao, Fusamae, Azeta, Ido, Suginaga	Detailed Training Plan of NILG, LGED (DPHE was dropped)	○	○	○	Detailed Training Plan of NILG (almost complete), LGED (Complete)	The activities were conducted smoothly.	To obtain final agreement from DG, NILG To obtain unofficial agreement from LGD before the NSPGI Steering Committee
		P		▨	▨	▨					▨	▨	▨				▨	▨	▨									
4	Formulate budget plan for nation-wide paurashava training and also for the establishment of infrastructure (Training budget is included in the item3 and infrastructure budget is included in the above item 1.)	A		■	■	■					■	■	■				■	■	■		Sasao, Sato	Budget plan for nationwide training and also infrastructure establishment	○	○	○	Detailed Training Plan of NILG (almost complete), LGED (Complete)	The activities were conducted smoothly.	To obtain final agreement from DG, NILG To obtain unofficial agreement from LGD before the NSPGI Steering Committee
		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 month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Formulate LGD's Action Plan Oct: Starting revision of current simple draft Nov: Discussing the revised version with LGD Dec: Finalizing the LGD's Action Plan	Following the suggestions made at the Terminal evaluation Mission, started to revise the Plan.	n.a.	○	n.a.	Draft of the LGD Action Plan was under revision within the Team.	n.a.	△	To complete the modification and try to be ready to discuss with LGD
2	Formulate Pilot Paurashavas' Action Plan Oct: Continuance of revision of current draft Nov: Continuance of revision of current draft and discussion with LGD Dec: Finalizing the PAP	Revision of the existing draft is going on with the team.	n.a.	○	n.a.	Revision of the existing draft was almost completed.	Revised draft	○	n.a.
3	Formulate Detailed Training Plan (DTP) Oct: Formulating DTP in consultation with NILG and LGED and also responsible Japanese experts Nov: Continuing the formulation of DTP Dec: Finalizing the DTP	Keeping the discussion with NILG and LGED	n.a.	○	n.a.	LGED's DTP was completed. NIG's DTP is almost at the final stage.	Draft DTP	○	n.a.
4	Formulate budget plan for nation-wide paurashava training and also for the establishment of infrastructure (Training budget is included in the item3 and infrastructure budget is included in the above item 1.)	Related activities are going on.	n.a.	○	n.a.	Training budget plans are included in LGED and NILG's DTP. Infrastructure budget is difficult to formulate at the moment.	Draft DTP	○	n.a.

December

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Formulate LGD's Action Plan Oct: Starting revision of current simple draft Nov: Discussing the revised version with LGD Dec: Finalizing the LGD's Action Plan	The DRAFT LGD's Action Plan was prepared by the project.	DRAFT LGD's Action Plan	△	To discuss the DRAFT with LGD as soon as possible
2	Formulate Pilot Paurashavas' Action Plan Oct: Continuance of revision of current draft Nov: Continuance of revision of current draft and discussion with LGD Dec: Finalizing the PAP	The format of Paurashava's Action Plan was finalized and PAP of pilot paurashavas are revised.	Format of Paurashava's Action Plan / Pilot Paurashavas' Action Plan	○	n.a.
3	Formulate Detailed Training Plan (DTP) Oct: Formulating DTP in consultation with NILG and LGED and also responsible Japanese experts Nov: Continuing the formulation of DTP Dec: Finalizing the DTP	The discussion was held mainly with NILG up to the level of Director of Training.	Detailed Training Plan of NILG (almost complete), LGED (Complete)	○	n.a.
4	Formulate budget plan for nation-wide paurashava training and also for the establishment of infrastructure (Training budget is included in the item3 and infrastructure budget is included in the above item 1.)	The discussion was held mainly with NILG up to the level of Director of Training.	Detailed Training Plan of NILG (almost complete), LGED (Complete)	○	n.a.

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(3) Provide support for the monitoring of the mid-long term strategy for Paurashava capacity development
【Mainly responsible persons: Sasao and Sato】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities (Activities will start after October, 2015)		Actual	10	11	12			Mark*			Actual outputs		
		Plan						10	11	12			
1	Formulate Strategy Monitoring Manual Oct: Starting revision of current draft on PAP Nov: Completing the revision of manuals on PAP monitoring, Starting the formulation of manuals on DTP monitoring Dec: Finalizing the manuals on DTP monitoring	A	■	■	■	Sasao, Sato	Strategy Monitoring Manual	○	○	△	Strategy Monitoring Manual (Formulated for PAP, no need for LGD's Action Plan and not formulated for DTP yet)	Because of the time constraint formulation of Manual for DTP was not completed.	To formulate Manual for DTP
		P	▨	▨	▨								
2	Make sure assignment of monitoring personnel by June, 2018 Oct: n.a. Nov: n.a. Dec: n.a.	A				Sasao, Sato	List of monitoring personnel	n.a.	n.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

		October				November			
Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Formulate Strategy Monitoring Manual Oct: Starting revision of current draft on PAP Nov: Completing the revision of manuals on PAP monitoring, Starting the formulation of manuals on DTP monitoring Dec: Finalizing the manuals on DTP monitoring	Started the revision of manual on PAP monitoring	n.a.	○	n.a.	Revision of manual on PAP monitoring was complete. Started the formulation of manuals on DTP monitoring	Revised manual on PAP monitoring	○	n.a.
2	Make sure assignment of monitoring personnel by June, 2018 Oct: n.a. Nov: n.a. Dec: n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

		December			
Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Formulate Strategy Monitoring Manual Oct: Starting revision of current draft on PAP Nov: Completing the revision of manuals on PAP monitoring, Starting the formulation of manuals on DTP monitoring Dec: Finalizing the manuals on DTP monitoring	Manual for PAP was completed. Decided not to make a particular manual for LGD's Action Plan.	Strategy Monitoring Manual (Formulated for PAP and no need for LGD's Action Plan not formulated for DTP yet)	△	To formulate Manual for DTP
2	Make sure assignment of monitoring personnel by June, 2018 Oct: n.a. Nov: n.a. Dec: n.a.	n.a.	n.a.	n.a.	n.a.

3rd year Progress Report
Phase of strategy implementation：July 2016〜January 2018
(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 Fusamae(3)】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	10	11	12			Mark*			Actual outputs		
		Plan						10	11	12			
1	Continue discussion and confirm the progress of Strategy implementation in PIC(Project Implementation Committee) Meetings Oct.-Dec.: to conduct PIC meeting, when necessary	A	□□□□□□	□□□□□□	□□□□□□	Sasao	Minutes of PIC meetings	n.a.	n.a.	n.a.	Nothing	There was no need to hold PIC meetings.	n.a.
		P	▨▨▨▨▨▨	▨▨▨▨▨▨	▨▨▨▨▨▨								
2	Continue discussion and confirm the progress of Strategy implementation in NSPGI Implementation Committee and also NSPGI Steering Committee Oct: To prepare for the NSPGI Steering Committee Nov: To hold NSPGI Steering Committee Dec: To prepare for the NSPGI Implementation Committee	A	□■■■■□	□□■■□□	□□□□□□	Sasao	Minutes of NSPGI Steering Committee and NSPGI Implementation Committee	○	△	×	Nothing	Because the letter or circular concerning the NSPGI was not issued, it was difficult to organize NSPGI Steering Committee.	To accelerate organizing NSPGI Steering Committee
		P	▨▨▨▨▨▨	▨▨▨▨▨▨	▨▨▨▨▨▨								
3	Conduct review of rules and regulations related to Paurashavas Oct - Dec: To prepare for the coming activities in the next year	A	□□■■■■	□□■■□□	□□■■■□	Sasao	Reviewed and newly formulated rules and regulations	○	○	○	n.a.	Preparatory activities such as identifying the candidate R&Rs for review and personnel candidates for R&R review were conducted.	To make the TOR of the R&R reviewers, recruit them
		P	▨▨▨▨▨▨	▨▨▨▨▨▨	▨▨▨▨▨▨								

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

Monthly monitoring

	Activities	October Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	November Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Continue discussion and confirm the progress of Strategy implementation in PIC(Project Implementation Committee) Meetings Oct.-Dec.: to conduct PIC meeting, when necessary	PIC was not conducted.	n.a.	n.a.	n.a.	PIC was not conducted.	n.a.	n.a.	n.a.
2	Continue discussion and confirm the progress of Strategy implementation in NSPGI Implementation Committee and also NSPGI Steering Committee Oct: To prepare for the NSPGI Steering Committee Nov: To hold NSPGI Steering Committee Dec: To prepare for the NSPGI Implementation Committee	Conducted preparation for the NSPGI Steering Committee	n.a.	○	n.a.	Conducted preparation for the NSPGI Steering Committee but not able to conduct the meeting of schedule problem of LGD	n.a.	△	To discuss with LGD for the Committee to be held
3	Conduct review of rules and regulations related to Paurashavas Oct - Dec: To prepare for the coming activities in the next year	Started the selection of candidate R&Rs to be revised or added	Candidate list	○	n.a.	Confirmed the current situation and decide the action plan for the coming weeks	n.a.	○	n.a.

December

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Continue discussion and confirm the progress of Strategy implementation in PIC(Project Implementation Committee) Meetings Oct.-Dec.: to conduct PIC meeting, when necessary	n.a.	n.a.	n.a.	n.a.
2	Continue discussion and confirm the progress of Strategy implementation in NSPGI Implementation Committee and also NSPGI Steering Committee Oct: To prepare for the NSPGI Steering Committee Nov: To hold NSPGI Steering Committee Dec: To prepare for the NSPGI Implementation Committee	Because the letter or circular concerning the NSPGI was not issued, it was difficult to organize NSPGI Steering Committee.	Nothing	×	To make the TOR of the R&R reviewers, recruit them
3	Conduct review of rules and regulations related to Paurashavas (Schedule and activities of this year to be discussed with PD during the next assignment) Oct - Dec: To prepare for the coming activities in the next year	Preparatory activities such as identifying the candidate R&Rs for review and personnel candidates for R&R review were conducted.	Priority list of target R&R review	○	n.a.

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(5) Conduct TOT (Old and New subjects)
【Persons involved in activities: Fusamae and 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	Mark* 11	Mark* 12	Actual outputs		
Fusamae	1.1	Prepare for the TOT including the selection of instructors on "Monitoring of the Paurashava activities" Work completed	A										
			P										
	1.2	Conduct TOT Work completed	A										
			P										
Azeta	1.1	Prepare for the Nation wide training Oct - Dec: Give guidance to the trainers from NILG on the implementation of training	A	■■	■■	■	TOT Report	○	○	○	TOT Report	Provided guidance to trainers from NILG as scheduled.	n.a.
			P	▨▨	▨▨	▨							
Ido	1.1	Prepare for the TOT including the selection of instructors for infrastructure related subjects (Master plan, Streets, Drainage) October: n.a. November: n.a. December: Selection of the instructors for Master Plan training	A		■■	■■■■■■	n.a.	n.a.	○ (in advance)	○	The long list of potential lecturers for MPI Training with TOT, and TOTs for Street and Drainage. The course guides for 3 infrastructure subjects.	The lecturers for MPI Training with TOT, and TOTs for Street and Drainage were nominated by LGED. The course guides for 3 infrastructure subjects were prepared.	The teaching materials for TOTs of MPI, Street and Drainage will be prepared.
			P			▨▨▨▨▨▨							
	1.2	Conduct TOT (to be conducted in the next quarter) October: n.a. November: n.a. December: n.a.	A				TOT report	n.a.	n.a.	n.a.	n.a.	n.a.	TOTs for MPI, Street and Drainage will be conducted in January 2018. Before the TOT, a pre-session for TOT will be conducted to select participants for TOT from the long list submitted by LGED.
			P										

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities		Actual	10	11	12		Mark*			Actual outputs		
			Plan					10	11	12			
Suginaga	1.1	Prepare for TOT on citizen participation Complete	A										
			P										
	1.2	Conduct TOT on citizen participation Complete	A										
			P										

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

Monthly monitoring

			October				November			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Prepare for the TOT including the selection of instructors on "Monitoring of the Paurashava activities" Work completed								
	1.2	Conduct TOT Work competed								
Azeta	1.1	Prepare for the Nation wide training Oct - Dec: Give guidance to the trainers from NILG on the implementation of training	Gave guidance to the trainers from NILG on training	TOT Report	○	n.a.	Gave guidance to the trainers from NILG on tax collection and assessment training	TOT Report	○	n.a.
Ido	1.1	Prepare for the TOT including the selection of instructors for infrastructure related subjects (Master plan, Streets, Drainage) October: n.a. November: n.a. December: Selection of the instructors for Master Plan training	n.a.	n.a.	n.a.	n.a.	LGED nominated potential candidates for TOT of infrastructure subjects.	n.a.	○ (in advance)	n.a.
	1.2	Conduct TOT (to be conducted in the next quarter) October: n.a. November: n.a. December: n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

			October				November			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Suginaga	1.1	Prepare for TOT on citizen participation Complete								
	1.2	Conduct TOT on citizen participation Complete								

December

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Prepare for the TOT including the selection of instructors on "Monitoring of the Paurashava activities" Work competed				
	1.2	Conduct TOT Work competed				
Azeta	1.1	Prepare for the Nation wide training Oct - Dec: Give guidance to the trainers from NILG on the implementation of training	Gave guidance to the trainers from NILG on financial management training	TOT Report	○	n.a.

December

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Ido	1.1	Prepare for the TOT including the selection of instructors for infrastructure related subjects (Master plan, Streets, Drainage) October: n.a. November: n.a. December: Selection of the instructors for Master Plan training	The course guides of Master Plan Implementation Training with TOT, TOTs for Street and Drainage are prepared.	Course guides for 3 infrastructure subjects	○	n.a.
	1.2	Conduct TOT (to be conducted in the next quarter) October: n.a. November: n.a. December: n.a.	n.a.	n.a.	n.a.	n.a.
Suginaga	1.1	Prepare for TOT on citizen participation Complete				
	1.2	Conduct TOT on citizen participation Complete				

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(6.1) Conduct pilot training: New subjects
【Persons involved in activities: Fusamae and Ido】

Person in Charge	Progress of activities																						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities		Actual	10						11						12								Mark*			Actual outputs		
			Plan																					10	11	12			
Fusamae (Monitoring of the Paurashava activities)	1.1	Prepare for the pilot training (other than TOT) Oct: Logistical arrangement for the second batch Nov: None Dec: Logistical arrangement for the last batch	A	■															■	■	■	None	○	n.a.	○	n.a.	n.a.	Continue logistical arrangement for the training of last batch
			P	▨														▨	▨									
	1.2	Conduct pilot training Oct: Implementation of the training of the second batch Nov: None Dec: Implementation of the training of the last batch	A	■																		training report	○	n.a.	△	n.a.	Based on a discussion with the target Paurashava, the training is scheduled for January.	Implement the training
			P	▨																▨	▨							
Ido (infrastructure related subjects)	2.1	Prepare for the pilot training (other than TOT) in "Master plan" October: n.a. November: n.a. December: Preparation of the training	A													■	■	■	■	■	■	Teaching materials, identified trainees, logistics arrangement and so on	n.a.	n.a.	○	Teaching materials under preparation	Preparation of teaching materials started after revision of handbooks in Bangla and English.	Preparation of teaching materials will be completed before MPI Training to be conducted in January 2018.
			P													▨	▨	▨	▨	▨	▨							
	2.2	Conduct pilot training in "Master plan" (to be conducted in the next quarter) October: n.a. November: n.a. December: n.a.	A																			Training report	n.a.	n.a.	n.a.	n.a.	n.a.	MPI Training for 3 large-scaled Paurashavas will be conducted in January 2018.
			P																									
	3.1	Prepare for the pilot training (other than TOT) in "Streets" (to start next quarter) October: n.a. November: n.a. December: n.a.	A																			Teaching materials, identified trainees, logistics arrangement and so on	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
			P																									
	3.2	Conduct pilot training in "Streets" (to be conducted next quarter) October: n.a. November: n.a. December: n.a.	A																			Training report	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
			P																									

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities		Actual	10	11	12		Mark*			Actual outputs		
			Plan					10	11	12			
Ido (infrastructure related subjects)	4.1	Prepare for the pilot training (other than TOT) in "Drainage" (to start next quarter) October: n.a. November: n.a. December: n.a.	A				Teaching materials, identified trainees, logistics arrangement and so on	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
			P										
	4.2	Conduct pilot training in "Drainage" (to be conducted next quarter) October: n.a. November: n.a. December: n.a.	A				Training report	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
			P										
	5.1	Prepare for the pilot training (other than TOT) in "Building control" Suspended	A										
			P										
	5.2	Conduct pilot training in "Building control" Suspended	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 month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Prepare for the pilot training (other than TOT) Oct: Logistical arrangement for the second batch Nov: None Dec: Logistical arrangement for the last batch	Made logistical arrangement for the second batch	n.a.	○	n.a.	n.a.	n.a.	n.a.	n.a.
	1.2	Conduct pilot training Oct: Implementation of the training of the second batch Nov: None Dec: Implementation of the training of the last batch	Implemented training of the second batch	Training report	○	n.a.	n.a.	n.a.	n.a.	n.a.
Ido	2.1	Prepare for the pilot training (other than TOT) in "Master plan" October: n.a. November: n.a. December: Preparation of the training	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	2.2	Conduct pilot training in "Master plan" (to be conducted in the next quarter) October: n.a. November: n.a. December: n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	3.1	Prepare for the pilot training (other than TOT) in "Streets" (to start next quarter) October: n.a. November: n.a. December: n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	3.2	Conduct pilot training in "Streets" (to be conducted next quarter) October: n.a. November: n.a. December: n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

			October				November			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Ido	4.1	Prepare for the pilot training (other than TOT) in "Drainage" (to start next quarter) October: n.a. November: n.a. December: n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	4.2	Conduct pilot training in "Drainage" (to be conducted next quarter) October: n.a. November: n.a. December: n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	5.1	Prepare for the pilot training (other than TOT) in "Building control" Suspended								
	5.2	Conduct pilot training in "Building control" Suspended								

December

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Prepare for the pilot training (other than TOT) Oct: Logistical arrangement for the second batch Nov: None Dec: Logistical arrangement for the last batch	Made necessary arrangement for the training of the last batch	n.a.	○	n.a.
	1.2	Conduct pilot training Oct: Implementation of the training of the second batch Nov: None Dec: Implementation of the training of the last batch	none	n.a.	△	Implement the training
Ido	2.1	Prepare for the pilot training (other than TOT) in "Master plan" October: n.a. November: n.a. December: Preparation of the training	Preparation of teaching materials in Bangla started.	Teaching materials under preparation	○	n.a.
	2.2	Conduct pilot training in "Master plan" (to be conducted in the next quarter) October: n.a. November: n.a. December: n.a.	n.a.	n.a.	n.a.	n.a.
	3.1	Prepare for the pilot training (other than TOT) in "Streets" (to start next quarter) October: n.a. November: n.a. December: n.a.	n.a.	n.a.	n.a.	n.a.
	3.2	Conduct pilot training in "Streets" (to be conducted next quarter) October: n.a. November: n.a. December: n.a.	n.a.	n.a.	n.a.	n.a.
	4.1	Prepare for the pilot training (other than TOT) in "Drainage" (to start next quarter) October: n.a. November: n.a. December: n.a.	n.a.	n.a.	n.a.	n.a.

December

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Ido	4.2	Conduct pilot training in "Drainage" (to be conducted next quarter) October: n.a. November: n.a. December: n.a.	n.a.	n.a.	n.a.	n.a.
	5.1	Prepare for the pilot training (other than TOT) in "Building control" Suspended				
	5.2	Conduct pilot training in "Building control" Suspended				

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(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	10	11	12		Mark*			Actual outputs		
			Plan					10	11	12			
Fusamae (Orientation)	1.1	Prepare for the pilot training Completed	A										
			P										
	1.2	Conduct pilot training for Atgharia Completed	A										
			P										
Fusamae (Development plan)	2.1	Prepare for the pilot training Completed	A										
			P										
	2.2	Conduct pilot training Completed	A										
			P										
Azeta (Financial subjects)	3.1	Prepare for the pilot training for 18 NOBIDEP paurashavas (other than TOT) Completed	A										
			P										
	3.2	Conduct pilot training for 18 NOBIDEP paurashavas Completed	A										
			P										

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities		Actual	10	11	12		Mark*			Actual outputs		
			Plan					10	11	12			
Azeta (Financial subjects)	3.3	Support NILG to conduct Nation wide training Oct: Prepare and start Nation wide training Nov-Dec: Continue Nation wide training	A	■	■	■	Training report	○	○	○	Training report	Supported NILG to conduct nation wide training as scheduled.	n.a.
			P	▨	▨	▨							
Suginaga (Citizen participation)	4.1	Prepare for the extended training on citizen participation at additional Paurashavas in 2018 October: Preparation for the extended training to additional Paurashavas to be conducted next year November: None December: None	A	■		■	Information collection of additional Paurashavas for the extended training	○	n.a.	○	Preparation of extended training is in progress; formulation of TLCC/WC and assignment of member-secretaries		This follow-up will continue in January 2018.
			P	▨									
	4.2	Implement extended training on citizen participation at additional Paurashavas in 2018. October: None November: None December: None	A				n.a.	n.a.	n.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

			October				November			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae (Orientation)	1.1	Prepare for the pilot training Completed								
	1.2	Conduct pilot training Completed								
Fusamae (Development plan)	2.1	Prepare for the pilot training Completed								
	2.2	Conduct pilot training Completed								
Azeta	3.1	Prepare for the pilot training for 18 NOBIDEP paurashavas (other than TOT) Completed								
	3.2	Conduct pilot training for 18 NOBIDEP paurashavas Completed								
	3.3	Support NILG to conduct Nation wide training Oct: Prepare and start Nation wide training Nov-Dec: Continue Nation wide training	Prepared and conducted nation wide training for 21 additional paurashavas	Training report	○	n.a.	Continued providing nation wide training for 21 additional paurashavas	Training report	○	n.a.

			October				November			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Suginaga	4.1	Prepare for the extended training on citizen participation at additional Paurashavas in 2018 October: Preparation for the extended training to additional Paurashavas to be conducted next year November: None December: None	Collected the information of additional Paurashavas	Information collection of additional Paurashavas for the extended training	○	n.a.	n.a.	n.a.	n.a.	n.a.
	4.2	Implement extended training on citizen participation at additional Paurashavas in 2018. October: None November: None December: None	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

December

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae (Orientation)	1.1	Prepare for the pilot training Completed				
	1.2	Conduct pilot training Completed				
Fusamae (Development plan)	2.1	Prepare for the pilot training Completed				
	2.2	Conduct pilot training Completed				

December

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Azeta	3.3	Support NILG to conduct Nation wide training Oct: Prepare and start Nation wide training Nov-Dec: Continue Nation wide training	Continued providing nation wide training for 21 additional paurashavas	Training report	○	n.a.
Suginaga	4.1	Prepare for the extended training on citizen participation at additional Paurashavas in 2018 October: Preparation for the extended training to additional Paurashavas to be conducted next year November: None December: None	Follow-up for preparing extended training to additional Paurashavas.	Preparation of extended training is in progress; formulation of TLCC/WC and assignment of member-secretaries	○	n.a.
	4.2	Implement extended training on citizen participation at additional Paurashavas in 2018. October: None November: None December: None	n.a.	n.a.	n.a.	n.a.

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(7) Support Pourashavas' administrative activities

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

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual / Plan	10	11	12			Mark*			Actual outputs		
								10	11	12			
1	Implement support activities (Development planning) Oct: None Nov: Support preparation of development plan of 1 PS Dec: None	A	□□□□□□	■■□□□□	□□■■□□	Fusamae	Field visit reports	n.a.	○	○	Field visit report	n.a.	n.a.
		P	□□□□□□	▨▨▨▨▨▨	□□□□□□								
2	Implement support activities (Monitoring of the Paurashava activities) Oct-Nov: Support monitoring activities of 4 Paurashavas Dec: None	A	□□□□■■	□□■■■■	□□■■□□	Fusamae	Field visit reports	○	○	○	Field visit reports	n.a.	Continue support activities
		P	□□□▨▨▨	▨▨▨▨▨▨	□□□□□□								
3	Implement support activities (Budget / Accounting) in five pilot paurashavas Dec: Collect information on the implementation of budget monitoring	A	□□□□□□	□□□□□□	□□□□■■	Azeta	Field Visit report / Follow-up progress report	n.a.	n.a.	○	Follow-up progress report	Carried out follow-up activities as planned.	n.a.
		P	□□□□□□	□□□□□□	□□□□▨▨								
4	Implement support activities (Tax collection) in five pilot paurashavas Dec: Collect information on the implementation of budget monitoring	A	□□□□□□	□□□□□□	□□□□■■		Field Visit report / Follow-up progress report	n.a.	n.a.	○	Follow-up progress report	Carried out follow-up activities as planned.	n.a.
		P	□□□□□□	□□□□□□	□□□□▨▨								
5	Implement support activities (Tax assessment) in five pilot paurashavas Dec: Collect information on the implementation of budget monitoring	A	□□□□□□	□□□□□□	□□□□■■		Field Visit report / Follow-up progress report	n.a.	n.a.	○	Follow-up progress report	Carried out follow-up activities as planned.	n.a.
		P	□□□□□□	□□□□□□	□□□□▨▨								

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	10	11	12			Mark*			Actual outputs		
		Plan						10	11	12			
6	Implement support activities (Master plan) October: To visit Paurashavas or contact by e-mail/telephone November: To visit Paurashavas or contact by e-mail/telephone December: To visit Paurashavas or contact by e-mail/telephone	A	■	■	■	Ido	Field Visit report / Follow-up progress report	○	○	○	Field Visit report	Since Project Consultants are engaged to revise handbooks and to prepare Training and TOTs to be held next month, they contacted and advised Paurashavas by telephone or Skype whichever available in the Paurashavas.	The Project Consultants will contact and advise Paurashavas by telephone or Skype until the Training and TOTs are finished next month.
		P	▨	▨	▨								
7	Implement support activities (Streets) October: To visit Paurashavas or contact by e-mail/telephone November: To visit Paurashavas or contact by e-mail/telephone December: To visit Paurashavas or contact by e-mail/telephone	A	■	■	■		Field Visit report / Follow-up progress report	○	○	○	Field Visit report, Existing road network maps	Since Project Consultants are engaged to revise handbooks and to prepare Training and TOTs to be held next month, they contacted and advised Paurashavas by telephone or Skype whichever available in the Paurashavas.	The Project Consultants will contact and advise Paurashavas by telephone or Skype until the Training and TOTs are finished next month.
		P	▨	▨	▨								
8	Implement support activities (Drainage) October: To visit Paurashavas or contact by e-mail/telephone November: To visit Paurashavas or contact by e-mail/telephone December: To visit Paurashavas or contact by e-mail/telephone	A	■	■	■		Field Visit report / Follow-up progress report	○	○	○	Field Visit report, Existing road network maps	Since Project Consultants are engaged to revise handbooks and to prepare Training and TOTs to be held next month, they contacted and advised Paurashavas by telephone or Skype whichever available in the Paurashavas.	The Project Consultants will contact and advise Paurashavas by telephone or Skype until the Training and TOTs are finished next month.
		P	▨	▨	▨								
9	Implement support activities (Building control), if necessary Suspended	A											
		P											
10	Implementation support activities (Citizen participation) October: Site visit to review activities November: Data collection December: None.	A	■		■	Suginaga	Updated information is collected.	○	X	○	Updated information is collected.	This activity is rescheduled from November to December considering the workload of a local consultant.	Not necessary
		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 month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Implement support activities (Development planning) Oct: None Nov: Support preparation of development plan of 1 PS Dec: None	n.a.	n.a.	n.a.	n.a.	Supported preparation of development plan of 1 PS	field visit report	○	n.a.
2	Implement support activities (Monitoring of the Paurashava activities) Oct-Nov: Support monitoring activities of 4 Paurashavas Dec: None	Supported monitoring activities of 1 PS	field visit report	○	n.a.	Supported monitoring activities of 1 PS	field visit report	○	n.a.
3	Implement support activities (Budget / Accounting) in five pilot paurashavas Dec: Collect information on the implementation of budget monitoring	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
4	Implement support activities (Tax collection) in five pilot paurashavas Dec: Collect information on the implementation of budget monitoring	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
5	Implement support activities (Tax assessment) in five pilot paurashavas Dec: Collect information on the implementation of budget monitoring	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

		October				November			
Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
6	Implement support activities (Master plan) October: To visit Paurashavas or contact by e-mail/telephone November: To visit Paurashavas or contact by e-mail/telephone December: To visit Paurashavas or contact by e-mail/telephone	Visited Sengarchar Paurashava for feedback on Handbook	Field visit report	○	n.a.	Visited other 4 Paurashavas for obtaining feedback on Handbook	Field visit reports	○	n.a.
7	Implement support activities (Streets) October: To visit Paurashavas or contact by e-mail/telephone November: To visit Paurashavas or contact by e-mail/telephone December: To visit Paurashavas or contact by e-mail/telephone	Visited Sengarchar Paurashava for feedback on Handbook	Field visit report	○	n.a.	Visited other 4 Paurashavas for obtaining feedback on Handbook	Field visit reports	○	n.a.
8	Implement support activities (Drainage) October: To visit Paurashavas or contact by e-mail/telephone November: To visit Paurashavas or contact by e-mail/telephone December: To visit Paurashavas or contact by e-mail/telephone	Visited Sengarchar Paurashava for feedback on Handbook	Field visit report	○	n.a.	Visited other 4 Paurashavas for obtaining feedback on Handbook	Field visit reports	○	n.a.
9	Implement support activities (Building control), if necessary Suspended								
10	Implementation support activities (Citizen participation) October: Site visit to review activities November: Data collection December: None.	Site visit to review activities	The situation at one pilot paurashava is observed.	○	n.a.	no activity (Data collection is postponed to December, because other task: the revision of operational handbook was given priority in November.)	n.a.	X	Data collection will be done in December.

December

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Implement support activities (Development planning) Oct: None Nov: Support preparation of development plan of 1 PS Dec: None	Supported the Council's approval process of a draft development plan in 1 PS	Field visit report	○	n.a.
2	Implement support activities (Monitoring of the Paurashava activities) Oct-Nov: Support monitoring activities of 4 Paurashavas Dec: None	Supported monitoring activities of 1 PS	Field visit report	○	n.a.
3	Implement support activities (Budget / Accounting) in five pilot paurashavas Dec: Collect information on the implementation of budget monitoring	Collected information on the implementation of budget monitoring	Follow-up progress report	○	n.a.
4	Implement support activities (Tax collection) in five pilot paurashavas Dec: Collect information on the implementation of budget monitoring	Collected information on the implementation of tax collection monitoring	Follow-up progress report	○	n.a.
5	Implement support activities (Tax assessment) in five pilot paurashavas Dec: Collect information on the implementation of budget monitoring	Collected information on the implementation of tax assessment	Follow-up progress report	○	n.a.
6	Implement support activities (Master plan) October: To visit Paurashavas or contact by e-mail/telephone November: To visit Paurashavas or contact by e-mail/telephone December: To visit Paurashavas or contact by e-mail/telephone	Contacted and advised Pilot Paurashavas by telephone or Skype	To be reported in follow-up progress report	○	n.a.

December

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
7	Implement support activities (Streets) October: To visit Paurashavas or contact by e-mail/telephone November: To visit Paurashavas or contact by e-mail/telephone December: To visit Paurashavas or contact by e-mail/telephone	Contacted and advised Pilot Paurashavas by telephone or Skype	Existing road network maps	○	n.a.
8	Implement support activities (Drainage) October: To visit Paurashavas or contact by e-mail/telephone November: To visit Paurashavas or contact by e-mail/telephone December: To visit Paurashavas or contact by e-mail/telephone	Contacted and advised Pilot Paurashavas by telephone or Skype	Existing road network maps	○	n.a.
9	Implement support activities (Building control), if necessary Suspended				
10	Implementation support activities (Citizen participation) October: Site visit to review activities November: Data collection December: None.	The survey is conducted to collect the updated information.	Updated information is collected.	○	n.a.

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(8) Identify good practices
【Persons involved in activities: Fusamae, Azeta, Suginaga and Ido】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	10	11	12			Mark*			Actual outputs		
		Plan						10	11	12			
1	Accumulate good practices by using the format designed in the team Nov-Dec: Collection by LC	A		■		Fusamae	Good practices recorded in the standard format	n.a.	△	×	none	All local staff is busy with other tasks	Collect episodes which can potentially be identified as good practices
		P		▨	▨								
2	Accumulate good practices by using the format designed in the team Complete	A				Azeta							
		P											
3	Accumulate good practices by using the format designed in the team Complete	A				Suginaga							
		P											
4	Accumulate good practices by using the format designed in the team (The support of Pourashavas' activities will start next quarter) October: n.a. November: n.a. December: n.a.	A				Ido	Good practices recorded in the standard format	n.a.	n.a.	n.a.	n.a.	n.a.	Good practices will be accumulated with follow-up activities to pilot Paurashavas
		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 month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Accumulate good practices by using the format designed in the team Nov-Dec: Collection by LC	n.a.	n.a.	n.a.	n.a.	Started information collection about potential good practice cases	None	△	Identify potential good practice cases
2	Accumulate good practices by using the format designed in the team Complete								
3	Accumulate good practices by using the format designed in the team Complete								
4	Accumulate good practices by using the format designed in the team (The support of Pourashavas' activities will start next quarter) October: n.a. November: n.a. December: n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

December

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Accumulate good practices by using the format designed in the team Nov-Dec: Collection by LC	None	n.a.	×	Collect episodes.
2	Accumulate good practices by using the format designed in the team Complete				
3	Accumulate good practices by using the format designed in the team Complete				
4	Accumulate good practices by using the format designed in the team (The support of Pourashavas' activities will start next quarter) October: n.a. November: n.a. December: n.a.	n.a.	n.a.	n.a.	n.a.

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(9) Share identified good practices with other Paurashavas
【Persons involved in activities: All the Japanese experts】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	10	11	12			Mark*			Actual outputs		
		Plan						10	11	12			
1	Disseminate the project information on the project in general by Facebook October-December: Update three times in a month	A	■	■	■	Nakamura	Periodic renewal of news in face book	○	○	○	Periodic renewal of news in face book	Activities were conducted smoothly as planned.	Implement the planned activity
		P	▨	▨	▨								
2	Conduct presentation on good practices by pilot Paurashavas in WG meetings completed by the previous quarter	A				Sasao							
		P											
3	Share the good practices at the time of nationwide training which will start after October, 2017 Oct - Dec: To be done in extended training in finance	A	■	■	■	All the Japanese experts	Training records	○	○	○	Training records	Supported NILG to conduct nation wide training as scheduled.	n.a.
		P	▨	▨	▨								
4	Conduct a seminar on "National Strategy for Paurashava Governance Improvement 2016-2025" Oct: Starting preparation for the seminar Nov: Full scale preparation of the seminar Dec: Conducting the seminar	A	■	■		Sasao	Seminar records	○	△	×	Nothing	Precondition to organize the seminar was not satisfied.	To accelerate the preparation for the seminar
		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 month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Disseminate the project information on the project in general by Facebook October-December: Update three times in a month	News on follow-up activities were released in face book.	Released news	○	n.a.	News on follow-up activities were released in face book.	Released news	○	n.a.
2	Conduct presentation on good practices by pilot Paurashavas in WG meetings completed by the previous quarter								
3	Share the good practices at the time of nationwide training which will start after October, 2017 Oct - Dec: To be done in extended training in finance	Prepared and conducted nation wide training for 21 additional paurashavas in finance	Training report	○	n.a.	Continued providing nation wide training for 21 additional paurashavas in finance	Training report	○	n.a.
4	Conduct a seminar on "National Strategy for Paurashava Governance Improvement 2016-2025" to all the mayors Oct: Starting preparation for the seminar Nov: Full scale preparation of the seminar Dec: Conducting the seminar	Started the discussion with LGD and also making of program of the seminar	n.a.	○	n.a.	Tried to proceed with the preparation but did not make big progress, because other events to be the precondition of the seminar have not proceeded much.	n.a.	△	

December

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Disseminate the project information on the project in general by Facebook October-December: Update three times in a month	News on follow-up activities were released in face book.	Released news	○	n.a.
2	Conduct presentation on good practices by pilot Paurashavas in WG meetings completed by the previous quarter				
3	Share the good practices at the time of nationwide training which will start after October, 2017 Oct - Dec: To be done in extended training in finance	Continued providing nation wide training for 21 additional paurashavas	Training report	○	n.a.
4	Conduct a seminar on "National Strategy for Paurashava Governance Improvement 2016-2025" to all the mayors Oct: Starting preparation for the seminar Nov: Full scale preparation of the seminar Dec: Conducting the seminar	Did not make good progress, because precondition to organize the seminar was not satisfied.	Nothing	×	To accelerate the preparation for the seminar

December

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Conduct impact (end line) survey in 5 pilot Paurashavas Completed				
2	Conduct supportive activities such as information provision and discussion Complete				

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(12) Formulate the project completion report

【Persons involved in activities: All the Japanese experts】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	10	11	12			Mark*			Actual outputs		
		Plan						10	11	12			
1	Formulate the project completion report (This activity will start in August, 2018)	A				All the Japanese experts	Training report	n.a.	n.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 Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	November Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Formulate the project completion report (This activity will start in August, 2018)	n.a	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

December

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Formulate the project completion report (This activity will start in August, 2018)	n.a.	n.a.	n.a.	n.a.

2.2.3 January 2018

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(1.1) Revise the existing practical manuals/guidelines, training modules, curricula, and materials for Paurashavas' governance enhancement
【Persons involved in activities: Fusamae, Azeta and Suginaga】

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities		Actual Plan	1	2	3		Mark* 1	2	3	Actual outputs		
Fusamae (Orientation)	1.1	Obtain approval of training handbook Jan: LGD conducts the final check and SPGP team finalize the handbook.	A	■			Authorized training handbook	△			n.a.	The final check of the revised handbook by LGD is yet to be done.	LGD conducts the final check and SPGP team finalizes the handbook.
			P	▨									
Fusamae (Development plan)	1.2	Obtain approval of training handbook by the end of January 2018 Jan: Submit the final version to LGD and LGD starts its review	A	■			Authorized training handbook	△			Final draft of the Bengali handbook	LGD has not yet conducted the review of the handbook.	LGD conducts the review and SPGP team incorporates their comments for the final check by LGD.
			P	▨									
Azeta (Finance)	2	Obtain approval of handbooks on i) Budget formulation, execution and monitoring, ii) Accounting and budget execution, iii) Tax collection, iv) Tax assessment and v) Financial management for elected representatives Jan : Submit the final draft for final review.	A	■			Revised and authorized operational handbook	○			Revised operational handbook	The handbooks were revised based on the comments by LGD and submitted to LGD for final review. Handbooks on i) Budget formulation, execution and monitoring, ii) Accounting and budget execution, iii) Tax collection, iv) Tax assessment went through the final review by LGD.	Revise handbooks upon the requests by LGD
			P	▨									
Suginaga (Citizen participation)	3	Revise manual/guidelines, training module, curriculum, and materials Completed. (It is necessary to obtain official approval from LGD.) January: Support the review process of operational handbook for the approval	A	■			Revised and authorized operational handbook	○			n.a.	n.a.	
			P	▨									

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

Monthly monitoring

January,2018

Person in Charge	Activities (October-December, 2017)		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae (Orientation)	1.1	Obtain approval of training handbook Jan: LGD conducts the final check and SPGP team finalize the handbook.	Incorporated LGD's comments in the draft handbook.	n.a.	△	To assist LGD in conducting the final check and to finalize the handbook.
Fusamae (Development plan)	1.2	Obtain approval of training handbook by the end of January 2018 Jan: Submit the final version to LGD and LGD starts its review	Finalized Bengali version of the draft handbook	final draft of the Bengali handbook	△	To assist LGD in conducting the final check and to finalize the handbook.
Azeta	2	Obtain approval of handbooks Jan : Submit the final draft for final review.	Submitted handbooks on i) Budget formulation, execution and monitoring, ii) Accounting and budget execution for final review.	Revised handbooks on i) Budget formulation, execution and monitoring, ii) Accounting and budget execution.	○	n.a.
Suginaga	3	Revise manual/guidelines, training module, curriculum, and materials Completed. (It is necessary to obtain official approval from LGD.) January: Support the review process of operational handbook for the approval	Supported the review process	n.a.	○	n.a.

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(1.2) Formulate practical manuals/guidelines, training modules, curricula, and materials for Paurashavas' governance enhancement
【Persons involved in activities: Fusamae and 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 (Monitoring of Paurashava Activities)	1.1	Finalize practical manual/guidelines, training module, curriculum, and materials on "Monitoring of Paurashava Activities" after follow-up activities January: None	A				practical manual/guidelines, training module, curriculum, and materials on "Monitoring of Paurashava Activities"	n.a.			n.a.	n.a.	n.a.
			P										
Ido (Infrastructure related subjects)	2.1	Formulate practical manual/guidelines, training module, curriculum, and materials on "Master plan" January: The handbook is to be reviewed	A	■			Revised handbook, training module, curriculum, and materials	○			Revised handbook in Bangla, training module, curriculum, and materials	The handbook in Bangla, training module, curriculum, and materials are completed.	The handbook in English will be completed after the training to be held in February 2018.
			P	▒									
	2.2	Formulate practical manual/guidelines, training module, curriculum, and materials on "Streets" January: The handbook is to be reviewed	A	■			Revised operational handbook, training module, curriculum, and materials	○			The handbook in Bangla under revision, and revised training module, curriculum, and materials	The training module, curriculum, and materials were revised for the Discussion Session held on 17th January. The handbook in Bangla is being revised.	The handbook in Bangla will be complete for TOT to be held in March 2018. The handbook in English will be completed after TOT.
			P	▒									

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			
Ido (Infrastructure related subjects)	2.3	Formulate practical manual/guidelines, training module, curriculum, and materials on "Drainage" January: The handbook is to be reviewed	A	■			Revised operational handbook, training module, curriculum, and materials	○			The handbook in Bangla under revision, and revised training module, curriculum, and materials	The training module, curriculum, and materials were revised for the Discussion Session held on 17th January. The handbook in Bangla is being revised.	The handbook in Bangla will be complete for TOT to be held in March 2018. The handbook in English will be completed after TOT.
			P	▨									
	2.4	Formulate training module, curriculum, and materials on "Building control" Suspended	A				n.a.						
			P										

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

Monthly monitoring

January

Person in Charge	Activities (October - December, 2017)		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Finalize practical manual/guidelines, training module, curriculum, and materials on "Monitoring of Paurashava Activities" after follow-up activities January: None	n.a.	n.a.	n.a.	n.a.
Ido	2.1	Formulate practical manual/guidelines, training module, curriculum, and materials on "Master plan" January: The handbook is to be reviewed	The handbook was revised by the Local Consultant based on the Discussion Session held on 17th January 2018.	Revised handbook in Bangla, training module, curriculum, and materials	○	n.a.
	2.2	Formulate practical manual/guidelines, training module, curriculum, and materials on "Streets" January: The handbook is to be reviewed	The handbook is being revised by the Project Consultant based on the Discussion Session held on 17th January 2018.	The handbook in Bangla under revision, and revised training module, curriculum, and materials	○	n.a.
Ido	2.3	Formulate practical manual/guidelines, training module, curriculum, and materials on "Drainage" January: The handbook is to be reviewed	The handbook is being revised by the Project Consultant based on the Discussion Session held on 17th January 2018.	The handbook in Bangla under revision, and revised training module, curriculum, and materials	○	n.a.
	2.4	Formulate training module, curriculum, and materials on "Building control" Suspended				

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(2) Provide support for the full scale implementation of the Strategy

【Persons involved in activities: Sasao、Sato, Fusamae, Azeta, Ido and Suginaga】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	1	2	3			Mark*			Actual outputs		
		Plan						1	2	3			
1	Formulate LGD's Action Plan Jan: Finalizing the LGD's Action Plan	A				Sasao, Sato	LGD's Action Plan	△			DRAFT LGD's Action Plan	The draft was completed but the discussion with LGD is not sufficiently conducted yet.	To discuss the DRAFT with LGD as soon as possible
		P	▨										
2	Formulate Pilot Paurashavas' Action Plan (PAP) Jan:: Finalizing the PAP	A				Sasao, Sato	Format of Paurashava's Action Plan / Pilot Paurashavas' Action Plan	△			Format of Paurashava's Action Plan / Pilot Paurashavas' Action Plan	The draft was completed but the discussion with LGD is not sufficiently conducted yet.	To obtain unofficial agreement from LGD before the NSPGI Implementation Committee
		P	▨										
3	Formulate Detailed Training Plan (DTP) Jan: Finalizing the DTP	A	■			Sasao, Fusamae, Azeta, Ido, Suginaga	Detailed Training Plan of NILG, LGED (DPHE was dropped)	○			Detailed Training Plan of NILG and LGED	The activities were conducted smoothly.	To obtain unofficial agreement from LGD before the NSPGI Implementation Committee
		P	▨										
4	Formulate budget plan for nation-wide paurashava training and also for the establishment of infrastructure (Training budget is included in the item3 and infrastructure budget is included in the above item 1.)	A	■			Sasao, Sato	Budget plan for nationwide training	○			Detailed Training Plan of NILG and LGED	The activities were conducted smoothly.	To obtain unofficial agreement from LGD before the NSPGI Steering Committee
		P	▨										

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

Monthly monitoring

January

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Formulate LGD's Action Plan Jan: Finalizing the LGD's Action Plan	The draft was completed but the discussion with LGD is not sufficiently conducted yet.	DRAFT LGD's Action Plan	△	To discuss the DRAFT with LGD as soon as possible
2	Formulate Pilot Paurashavas' Action Plan Jan:: Finalizing the PAP	The draft was completed but the discussion with LGD is not sufficiently conducted yet.	Format of Paurashava's Action Plan / Pilot Paurashavas' Action Plan	△	To obtain unofficial agreement from LGD before the NSPGI Implementation Committee
3	Formulate Detailed Training Plan (DTP) Jan: Finalizing the DTP	Completed DTP with NILD and LGED, respectively	Detailed Training Plan of NILG and LGED	○	n.a.
4	Formulate budget plan for nation-wide paurashava training and also for the establishment of infrastructure (Training budget is included in the item3 and infrastructure budget is included in the above item 1.)	Completed DTP with NILD and LGED, respectively	Detailed Training Plan of NILG and LGED	○	n.a.

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(3) Provide support for the monitoring of the mid-long term strategy for Paurashava capacity development

【Mainly responsible persons: Sasao and Sato】

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	1	2	3			Mark*			Actual outputs		
								1	2	3			
1	Formulate Strategy Monitoring Manual Jan: Finalizing the manuals on DTP monitoring	A	■			Sasao, Sato	Strategy Monitoring Manual	○			Strategy Monitoring Manual (Formulated for PAP and DTP, no need for LGD's Action Plan, as monitoring aspect is included in the Plan)	DRAFT Manual for DTP was completed.	To submit those manuals to NSPGI Implementation Committee
		P	▨										
2	Make sure assignment of monitoring personnel by June, 2018 Jan: n.a.	A				Sasao, Sato	List of monitoring personnel	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

January

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Formulate Strategy Monitoring Manual Jan: Finalizing the manuals on DTP monitoring	DRAFT Manual for DTP was completed.	Strategy Monitoring Manual (Formulated for PAP and DTP, no need for LGD's Action Plan, as monitoring aspect is included in the Plan)	○	n.a.
2	Make sure assignment of monitoring personnel by June, 2018 Jan: n.a.	n.a.	n.a.	n.a.	n.a.

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(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 Sasao(3)】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	1	2	3			Mark*			Actual outputs		
		Plan						1	2	3			
1	Continue discussion and confirm the progress of Strategy implementation in PIC(Project Implementation Committee) Meetings Jan.: to conduct PIC meeting, when necessary	A				Sasao	Minutes of PIC meetings	n.a.			Nothing	There was no need to hold PIC meetings.	n.a.
		P	▨										
2	Continue discussion and confirm the progress of Strategy implementation in NSPGI Implementation Committee and also NSPGI Steering Committee Jan: To hold NSPGI Steering Committee	A	■			Sasao	Minutes of NSPGI Steering Committee and NSPGI Implementation Committee	○			Minutes of NSPGI Steering Committee	The committee meeting was organized as planned.	To organize NSPGI Implementation Committee
		P	▨										
3	Conduct review of rules and regulations related to Paurashavas Jan: To select DRAFT R&R formulators and make TOR for them	A	■			Sasao	Reviewed and newly formulated rules and regulations	○			n.a.	Preparatory activities such as identifying the candidate R&Rs for review and personnel candidates for R&R review were conducted.	To make the TOR of the R&R reviewers, recruit them
		P	▨										

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

Monthly monitoring

January

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Continue discussion and confirm the progress of Strategy implementation in PIC(Project Implementation Committee) Meetings Jan.: to conduct PIC meeting, when necessary	PIC was not conducted.	n.a.	n.a.	n.a.
2	Continue discussion and confirm the progress of Strategy implementation in NSPGI Implementation Committee and also NSPGI Steering Committee Jan: To hold NSPGI Steering Committee	The committee meeting was organized as planned.	Minutes of NSPGI Steering Committee	○	n.a.
3	Conduct review of rules and regulations related to Paurashavas Jan: To select DRAFT R&R formulators and make TOR for them	Started the selection of candidate R&Rs to be revised or added	Candidate list	○	n.a.

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(5) Conduct TOT (Old and New subjects)

【Persons involved in activities: Fusamae and 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 TOT including the selection of instructors on "Monitoring of the Paurashava activities" Work completed	A										
			P										
	1.2	Conduct TOT Work completed	A										
			P										
Azeta	1.1	Prepare for the Nation wide training Work completed	A										
			P										
Ido	1.1	Prepare for the TOT including the selection of instructors for infrastructure related subjects (Master plan, Streets, Drainage) January: Selection of the instructors for 3 subjects	A	■			n.a.	○			The program for Discussion Session.	Discussion Session was conducted to select potential instructors from LGED for MPI Training with TOT, and TOTs for Street and Drainage to be held after February 2018.	The teaching materials for TOTs of MPI, Street and Drainage will be prepared.
			P	▨									
	1.2	Conduct TOT (to be conducted in this quarter) January: Conduct Discussion Session to select potential instructors for TOT	A	■			Discussion Session Report	○			Discussion Session Report	Discussion Session was conducted on 17 January, 2018 to select potential instructors from LGED for MPI Training with TOT, and TOTs for Street and Drainage to be held after February 2018. Feedbacks on Handbooks were also collected from the Discussion Session.	TOTs for MPI, Street and Drainage will be conducted after February 2018 based on the approval by LGD and LGED.
			P	▨									

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities		Actual	10	11	12		Mark*			Actual outputs		
			Plan					10	11	12			
Suginaga	1.1	Prepare for TOT on citizen participation Complete	A										
			P										
	1.2	Conduct TOT on citizen participation Complete	A										
			P										

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

Monthly monitoring

January

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Prepare for the TOT including the selection of instructors on "Monitoring of the Paurashava activities" Work completed				
	1.2	Conduct TOT Work competed				
Azeta	1.1	Prepare for the Nation wide training Work completed				
Ido	1.1	Prepare for the TOT including the selection of instructors for infrastructure related subjects (Master plan, Streets, Drainage) January: Selection of the instructors for 3 subjects	The program of Discussion Session was prepared	Program of Discussion Session	○	n.a.
	1.2	Conduct TOT (to be conducted in this quarter) January: Conduct Discussion Session to select potential instructors for TOT	Discussion Session was conducted on 17 January, 2018 to select potential instructors from LGED for TOT. Feedbacks on Handbooks were also collected from the Discussion Session.	Discussion Session Report	○	n.a.

January

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Suginaga	1.1	Prepare for TOT on citizen participation Complete				
	1.2	Conduct TOT on citizen participation Complete				

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(6.1) Conduct pilot training: New subjects
【Persons involved in activities: Fusamae and 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 (Monitoring of the Paurashava activities)	1.1	Prepare for the pilot training (other than TOT) Jan.: Logistical arrangement for the last batch	A	■■□□□□			None	○			n.a.	n.a.	n.a.
			P	▨▨□□□□									
	1.2	Conduct pilot training Jan: Implementation of the training of the last batch	A	□□■□□□			training report	○			None	n.a.	Prepare the training report
			P	□□▨□□□									
Ido (infrastructure related subjects)	2.1	Prepare for the pilot training (other than TOT) in "Master plan" January: Training module, curriculum, and materials are to be prepared	A	■■■■■■			Teaching materials, identified trainees, logistics arrangement and so on	○			Teaching materials	Teaching materials were prepared for the Discussion Session held on 17 January, 2018. 3 Paurashavas were selected for the MPI Training by LGED.	The teaching materials will be reviewed before the MPI Training.
			P	▨▨▨▨▨▨									
	2.2	Conduct pilot training in "Master plan" (to be conducted in the next quarter) January: The training is to be conducted	A	□□□□□□			Training report	△			n.a.	The training was postponed due to the formality of LGD and unavailability of potential lecturers of LGED.	MPI Training for 3 large-scaled Paurashavas will be conducted in February 2018 after approval by LGD and LGED.
			P	□□□□▨▨									
	3.1	Prepare for the pilot training (other than TOT) in "Streets" January: Training module, curriculum, and materials are to be prepared	A	■■■■■■			Teaching materials, identified trainees, logistics arrangement and so on	○			Teaching materials	Teaching materials were prepared for the Discussion Session held on 17 January, 2018.	The teaching materials will be reviewed before the training.
			P	▨▨▨▨▨▨									
	3.2	Conduct pilot training in "Streets" (to be conducted next quarter) January: n.a.	A				Training report	n.a.			n.a.	n.a.	n.a.
			P										

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			
Ido (infrastructure related subjects)	4.1	Prepare for the pilot training (other than TOT) in "Drainage" January: Training module, curriculum, and materials are to be prepared	A	■			Teaching materials, identified trainees, logistics arrangement and so on	○			Teaching materials	Teaching materials were prepared for the Discussion Session held on 17 January, 2018.	The teaching materials will be reviewed before the training.
			P	▨									
	4.2	Conduct pilot training in "Drainage" (to be conducted next quarter) January: n.a.	A				Training report	n.a.			n.a.	n.a.	n.a.
			P										
	5.1	Prepare for the pilot training (other than TOT) in "Building control" Suspended	A										
			P										
	5.2	Conduct pilot training in "Building control" Suspended	A										
			P										

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

Monthly monitoring

January

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Prepare for the pilot training (other than TOT) Jan: Logistical arrangement for the last batch	Made logistical arrangement for the last batch	n.a.	○	n.a.
	1.2	Conduct pilot training Jan: Implementation of the training of the last batch	Implemented training of the last batch	none	○	n.a.
Ido	2.1	Prepare for the pilot training (other than TOT) in "Master plan" January: Training module, curriculum, and materials are to be prepared	Teaching materials were prepared for the Discussion Session held on 17 January, 2018. 3 Paurashavas were selected for the MPI Training by LGED.	Teaching materials	○	n.a.
	2.2	Conduct pilot training in "Master plan" January: The training is to be conducted	The training was postponed due to the procedure of LGD and unavailability of potential lecturers of LGED.	n.a.	△	MPI Training for 3 large-scaled Paurashavas will be conducted in February 2018 after approval by LGD and LGED.
	3.1	Prepare for the pilot training (other than TOT) in "Streets" January: Training module, curriculum, and materials are to be prepared	Teaching materials were prepared for the Discussion Session held on 17 January, 2018.	Teaching materials	○	n.a.
	3.2	Conduct pilot training in "Streets" (to be conducted next quarter) January: n.a.	n.a.	n.a.	n.a.	n.a.

January

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Ido	4.1	Prepare for the pilot training (other than TOT) in "Drainage" January: Training module, curriculum, and materials are to be prepared	Teaching materials were prepared for the Discussion Session held on 17 January, 2018.	Teaching materials	○	n.a.
	4.2	Conduct pilot training in "Drainage" (to be conducted next quarter) January: n.a.	n.a.	n.a.	n.a.	n.a.
	5.1	Prepare for the pilot training (other than TOT) in "Building control" Suspended				
	5.2	Conduct pilot training in "Building control" Suspended				

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(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	1	2	3		Mark*			Actual outputs		
			Plan					1	2	3			
Fusamae (Orientation)	1.1	Prepare for the pilot training Completed	A										
			P										
	1.2	Conduct pilot training for Atgharia Completed	A										
			P										
Fusamae (Development plan)	2.1	Prepare for the pilot training Completed	A										
			P										
	2.2	Conduct pilot training Completed	A										
			P										
Azeta (Financial subjects)	3.1	Prepare for the pilot training for 18 NOBIDEP paurashavas (other than TOT) Completed	A										
			P										
	3.2	Conduct pilot training for 18 NOBIDEP paurashavas Completed	A										
			P										

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			
Azeta (Financial subjects)	3.3	Support NILG to conduct Nation wide training Completed	A										
			P										
Suginaga (Citizen participation)	4.1	Prepare for the extended training on citizen participation at additional Paurashavas in 2018 January: None	A				Information collection of additional Paurashavas for the extended training	n.a.			n.a.		The follow-up will continue.
			P										
	4.2	Implement extended training on citizen participation at additional Paurashavas in 2018. January: None	A				n.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

January

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae (Orientation)	1.1	Prepare for the pilot training Completed				
	1.2	Conduct pilot training Completed				
Fusamae (Development plan)	2.1	Prepare for the pilot training Completed				
	2.2	Conduct pilot training Completed				
Azeta	3.1	Prepare for the pilot training for 18 NOBIDEP paurashavas (other than TOT) Completed				
	3.2	Conduct pilot training for 18 NOBIDEP paurashavas Completed				
	3.3	Support NILG to conduct Nation wide training Completed				
Suginaga	4.1	Prepare for the extended training on citizen participation at additional Paurashavas in 2018 January: None	n.a.	n.a.	n.a.	n.a.
	4.2	Implement extended training on citizen participation at additional Paurashavas in 2018. January: None	n.a.	n.a.	n.a.	n.a.

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(7) Support Pourashavas' administrative activities
【Persons involved in activities: Fusamae, Azeta, Ido and Suginaga】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual Plan	1	2	3			Mark*			Actual outputs		
								1	2	3			
1	Implement support activities (Development planning) Work completed	A				Fusamae							
		P											
2	Implement support activities (Monitoring of the Paurashava activities) Jan: Support monitoring activities of Paurashavas	A	■			Fusamae	Field visit reports	○			Field visit report	n.a.	Continue support activities
		P	▨										
3	Implement support activities (Budget / Accounting) in five pilot paurashavas Jan: None	A				Azeta	Follow-up progress report	n.a.			n.a.	n.a.	n.a.
		P											
4	Implement support activities (Tax collection) in five pilot paurashavas Jan: None	A					Follow-up progress report	n.a.			n.a.	n.a.	n.a.
		P											

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	1	2	3			Mark*			Actual outputs		
		Plan						1	2	3			
5	Implement support activities (Tax assessment) in five pilot paurashavas Jan: None	A				Azeta	Follow-up progress report	n.a.			n.a.	n.a.	n.a.
		P											
5.2	Collect information of budget, accounting, tax collection and tax assessment at 40 paurashavas which received nation-wide training Jan: None	A	■				Follow-up progress report	○			Follow-up progress report with information of 40 paurashavas	n.a.	Continue collecting information of 40 paurashavas to identify necessary support activities
		P	▨										
6	Implement support activities (Master plan) January: To visit Paurashavas or contact by e-mail/telephone	A	■			Ido	Field visit report / Follow-up progress report	○			Field visit report	Visited Sengarchar Paurashava and contacted Bakerganj Paurashava to advise their activities	The Project Consultants will visit Paurashavas or, if not possible, contact and advise by telephone or Skype.
		P	▨										
7	Implement support activities (Streets) January: To visit Paurashavas or contact by e-mail/telephone	A	■				Field visit report / Follow-up progress report	○			Field visit report,	Visited Sengarchar Paurashava and Atgharia Paurashava, and contacted Bakerganj Paurashava to advise their activities	The Project Consultants will visit Paurashavas or, if not possible, contact and advise by telephone or Skype.
		P	▨										
8	Implement support activities (Drainage) January: To visit Paurashavas or contact by e-mail/telephone	A	■				Field visit report / Follow-up progress report	○			Field visit report	Visited Sengarchar Paurashava and Atgharia Paurashava, and contacted Bakerganj Paurashava to advise their activities	The Project Consultants will visit Paurashavas or, if not possible, contact and advise by telephone or Skype.
		P	▨										
9	Implement support activities (Building control), if necessary Suspended	A											
		P											
10	Implementation support activities (Citizen participation) January: None	A				Suginaga	Updated information is collected.	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

January

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Implement support activities (Development planning) Work completed				
2	Implement support activities (Monitoring of the Paurashava activities) Jan: Support monitoring activities of Paurashavas	Supported monitoring activities of 1 PS	Field visit report	○	n.a.
3	Implement support activities (Budget / Accounting) in five pilot paurashavas Jan: Non	n.a.	n.a.	n.a.	n.a.
4	Implement support activities (Tax collection) in five pilot paurashavas Jan: None	n.a.	n.a.	n.a.	n.a.
5	Implement support activities (Tax assessment) in five pilot paurashavas Jan: None	n.a.	n.a.	n.a.	n.a.
5.2	Collect information of budget, accounting, tax collection and tax assessment at 40 paurashavas which received nation-wide training Jan: None	Activity was conducted.	Follow-up progress report with information of 40 paurashavas	○	n.a.
6	Implement support activities (Master plan) January: To visit Paurashavas or contact by e-mail/telephone	Visited Sengarchar Paurashava and contacted Bakerganj Paurashava to advise their activities	Field visit report	○	n.a.
7	Implement support activities (Streets) January: To visit Paurashavas or contact by e-mail/telephone	Visited Sengarchar Paurashava and Atgharia Paurashava, and contacted Bakerganj Paurashava to advise their activities	Field visit report	○	n.a.
8	Implement support activities (Drainage) January: To visit Paurashavas or contact by e-mail/telephone	Visited Sengarchar Paurashava and Atgharia Paurashava, and contacted Bakerganj Paurashava to advise their activities	Field visit report	○	n.a.
9	Implement support activities (Building control), if necessary Suspended				
10	Implementation support activities (Citizen participation) January: None	n.a.	n.a.	n.a.	n.a.

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(8) Identify good practices
【Persons involved in activities: Fusamae, Azeta, Suginaga and Ido】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	1	2	3			Mark*			Actual outputs		
		Plan						1	2	3			
1	Accumulate good practices by using the format designed in the team Jan: Collection by LC	A				Fusamae	Good practices recorded in the standard format	×			none	All local staff was busy with other tasks	Collect episodes which can potentially be identified as good practices
		P	▨										
2	Accumulate good practices by using the format designed in the team Complete	A				Azeta							
		P											
3	Accumulate good practices by using the format designed in the team Complete	A				Suginaga							
		P											
4	Accumulate good practices by using the format designed in the team January: Collection by Project Consultant	A	■			Ido	Good practices recorded in the standard format	△			n.a.	The Project Consultants tried to accumulate good practices from pilot Paurashavas during their follow-up activities. However, Paurashavas' activities just started, and still are not fully activated.	Good practices will be accumulated from the pilot Paurashavas in the later stage of the follow-up activities.
		P	▨										

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

Monthly monitoring

January

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Accumulate good practices by using the format designed in the team Jan: Collection by LC	none	n.a.	×	Collect episodes which can potentially be identified as good practices
2	Accumulate good practices by using the format designed in the team Complete				
3	Accumulate good practices by using the format designed in the team Complete				
4	Accumulate good practices by using the format designed in the team January: Collection by Project Consultant	The Project Consultants tried to accumulate good practices from pilot Paurashavas during their follow-up activities. However, Paurashavas' activities just started, and still are not fully activated.	n.a.	△	Good practices will be accumulated from the pilot Paurashavas in the later stage of the follow-up activities.

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(9) Share identified good practices with other Paurashavas
【Persons involved in activities: All the Japanese experts】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	1	2	3			Mark*			Actual outputs		
		Plan						1	2	3			
1	Disseminate the project information on the project in general by Facebook January: Update three times in a month	A	■			Nakamura	Periodic renewal of news in face book	○			Periodic renewal of news in face book	Activities were conducted smoothly as planned.	Implement the planned activity
		P	▨										
2	Conduct presentation on good practices by pilot Paurashavas in WG meetings completed by the previous quarter	A				Sasao							
		P											
3	Share the good practices at the time of nationwide training which will start after October, 2017 Completed by the previous quarter	A				All the Japanese experts							
		P											
4	Conduct a seminar on "National Strategy for Paurashava Governance Improvement 2016-2025" January: Preparation	A	■			Sasao	Seminar records	△			n.a.	Organization of seminar was approved by 1st NSPGI Steering Committee.	To accelerate the preparation for the seminar
		P	▨										

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

Monthly monitoring

January

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Disseminate the project information on the project in general by Facebook January: Update three times in a month	News on follow-up activities were released in face book.	Released news	○	n.a.
2	Conduct presentation on good practices by pilot Paurashavas in WG meetings completed by the previous quarter				
3	Share the good practices at the time of nationwide training which will start after October, 2017 Completed by the previous quarter				
4	Conduct a seminar on "National Strategy for Paurashava Governance Improvement 2016-2025" January: Preparation	Organization of seminar was approved by 1st NSPGI Steering Committee.	n.a.	△	To accelerate the preparation for the seminar

3rd year Progress Report
Phase of strategy implementation：July 2016～January 2018
(10) Support the terminal evaluation of the project
【Persons involved in activities: Sasao, Sato 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	1	2	3			Mark*			Actual outputs		
		Plan						1	2	3			
1	Conduct impact (end line) survey in 5 pilot Paurashavas Completed	A				Sato							
		P											
2	Conduct supportive activities such as information provision and discussion Completed	A				Sasao, Nakamura							
		P											

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

Monthly monitoring

January

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Conduct impact (end line) survey in 5 pilot Paurashavas Completed				
2	Conduct supportive activities such as information provision and discussion Completed				

3rd year Progress Report

Phase of strategy implementation：July 2016～January 2018

(12) Formulate the project completion report

【Persons involved in activities: All the Japanese experts】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities	Actual	1	2	3			Mark*			Actual outputs		
		Plan						1	2	3			
1	Formulate the project completion report (This activity will start in August, 2018)	A				All the Japanese experts	Training report	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

January

	Activities	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Formulate the project completion report (This activity will start in August, 2018)	n.a	n.a.	n.a.	n.a.

2.2.4 February ~ March 2018

3rd year Progress Report
Phase of strategy implementation：February 2018～September 2018
(13) Organizing the NSPGI Steering Committee and the NSPGI Implementation Committee (when necessary)
【Mainly responsible persons: 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		Actual		2	3			Mark*			Actual outputs		
		Plan							2	3			
1	Continue discussion and confirm the progress of Strategy implementation in NSPGI Implementation Committee and also NSPGI Steering Committee Feb: To hold NSPGI Implementation Committee Mar: To hold NSPGI Dissemination seminar	A		■■		Sasao	Minutes of NSPGI Steering Committee and NSPGI Implementation Committee		○	△	Minutes of NSPGI Steering Committee and NSPGI Implementation Committee to be completed	It is taking time for LGD to complete the minutes of the meetings. There was not enough time to discuss NSPGI Dissemination seminar.	To obtain the minutes of the meetings and to continue discussion on the NSPGI Dissemination seminar
		P		▨▨	▨								
2	Disseminate the project information on the project in general by Facebook February to March: Update three times in a month	A		■■■	■■■	Nakamura	Periodic renewal of news in face book		○	○	Periodic renewal of news in face book	There was no obstacle and activities have been continued smoothly.	To keep conducting activities
		P		▨▨▨	▨▨▨								

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

Monthly monitoring

Activities		February				March			
		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Continue discussion and confirm the progress of Strategy implementation in NSPGI Implementation Committee and also NSPGI Steering Committee Feb: To hold NSPGI Implementation Committee Mar: To hold NSPGI Dissemination seminar	1st NSPGI Implementation Committee meeting was held.	Meeting Minutes	○	As some of the important agendas were not discussed, we should hold another NSPGI Implementation Committee shortly.	It is taking time for LGD to complete the minutes of the meetings. Because there was not enough time to discuss NSPGI Dissemination seminar, preparation of the seminar did not proceed.	n.a.	△	To obtain the minutes of the meetings and to continue discussion on the NSPGI Dissemination seminar
2	Disseminate the project information on the project in general by Facebook February to March: Update three times in a month	News on follow-up activities were released in face book.	Released news	○	n.a.	News on follow-up activities were released in face book.	Released news	○	n.a.

3rd year Progress Report
Phase of strategy implementation：February 2018～September 2018
(14) Monitoring of LGD Action Plan
【Mainly responsible persons: Sasao】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual		2	3			Mark*			Actual outputs		
		Plan							2	3			
1	Confirm the progress of LGD Action Plan Feb: To get approval of LGD Action Plan in NSPGI Implementation Committee Mar: To conduct progress monitoring	A		■		Sasao	Monitoring record		△	×	n.a.	Although DRAFT Action Plan was submitted to 1st NSPGI Implementation Committee meeting, it was suggested by the Additional Secretary that the committee has no authority to approve LGD Action Plan. Accordingly, DRAT LGD Action Plan was not discussed in the committee meeting.	To submit a letter to LGD for the request of formulation of LGD Action Plan
		P		▨	▨								

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

Monthly monitoring

		February				March			
Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Confirm the progress of LGD Action Plan Feb: To get approval of LGD Action Plan in NSPGI Implementation Committee Mar: To conduct progress monitoring	Although NSPGI Implementation Committee meeting was held, LGD Action Plan was not discussed.	n.a.	△	We should proceed with the approval of the Plan in a different way.	It was agreed with PD that a letter from the project will be submitted to LGD for the request of formulation of LGD Action Plan.	n.a.	×	To submit a letter to LGD for the request of formulation of LGD Action Plan

3rd year Progress Report
Phase of strategy implementation：February 2018～September 2018
(15) Support to the nation-wide dissemination of Paurashava Action Plan (PAP)
【Persons involved in activities: Sato and Sasao】

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
		Activities	Actual		2	3		Mark*			Actual outputs		
			Plan						2	3			
Sato and Sasao	1	Monitoring the progress of 7 pilot paurashavas Feb: To conduct monitoring Mar: To conduct monitoring	A		■	■	Monitoring record of PAP		○	○	Monitoring record of PAP	We steadily conducted necessary activities. There was no particular obstacle factor.	We will continue to conduct necessary activities.
			P		▨	▨							
	2	Making a guidance program Feb: To make a guidance program Mar: n.a.	A		■		Guidance program and teaching materials		○	n.a.	Guidance program and teaching materials	Completed	n.a.
			P		▨								
	3	Making a dissemination plan (Need to make a plan also for the period after SPGP before August, 2018) Feb: To make a dissemination program Mar: n.a.	A		■		Dissemination Plan		○	n.a.	Dissemination Plan	Completed	n.a.
			P		▨								
	4	Conducting guidance to new paurashavas (total 26 paurashavas) after training stated in "(18) Conducting extended training in subjects such as monitoring of paurashava activities, citizen participation, development plan, implementation of master plan, streets and drainage to 26 paurashavas" Feb: Preparation Mar: To conduct guidance in finance	A		■	■	Guidance record		△	△	Guidance record	A PAP guidance on Finance and Revenue was conducted for 23 PSs out of 26PSs in March. Approval of PAP format and manual was not completed.	A PAP guidance on Development Planning (DP) will be conducted for 26 PSs in May after DP training in April and May. We will discuss procedure of approval for a PAP manual and formats with LGD.
			P		▨	▨							
	5	Monitoring the progress of PAP implementation of new paurashavas (including the identification of future responsible monitoring organization/personnel) Feb: n.a. Mar: n.a.	A				Monitoring record of PAP		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

			February				**March**			
Person in Charge		Activities	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Sato and Sasao	1	Monitoring the progress of 7 pilot paurashavas Feb: To conduct monitoring Mar: To conduct monitoring	The filled formats have been collected from 6 PSs.	Monitoring record (PAP format)	○	The remaining filled format should be gathered from Atghoria.	The remaining filled format was gathered from Atghoria.	Monitoring record (PAP format)	○	n.a.
	2	Making a guidance program Feb: To make a guidance program Mar: n.a.	PAP guidance program including time schedule was made. The teaching materials have almost been prepared.	Guidance program and teaching materials	○	The remaining teaching materials need to be finalized.	Completed	n.a.	n.a.	n.a.
	3	Making a dissemination plan (Need to make a plan also for the period after SPGP before August, 2018) Feb: To make a dissemination program Mar: n.a.	Dissemination plan for PAPs on financial management and development planning was made.	Dissemination Plan	○	n.a.	Completed	n.a.	n.a.	n.a.
	4	Conducting guidance to new paurashavas (total 26 paurashavas) after training stated in "(18) Conducting extended training in subjects such as monitoring of paurashava activities, citizen participation, development plan, implementation of master plan, streets and drainage to 26 paurashavas" Feb: Preparation Mar: To conduct guidance in finance	The documents related with PAP have not been discussed and approved in the NSPGI implementation committee because it is found that the committee is not responsible for its approval. The PAP manual and formats were translated into Bengali language for preparation for the PAP guidance in finance.	The translated PAP manual and formats	△	The procedure of PAP approval will be discussed with Assistant Secretary and SPGP Project Director.	A PAP guidance on Finance and Revenue was conducted for 23 PSs out of 26PSs on March 20 and 21. The procedure of approval for PAP Manual and Formats was discussed between Sasao-san and the PD.	Training materials for PAP guidance	△	The procedure of approval for PAP Manual and Formats will be discussed between Sasao-san, Additional Secretary, and the PD.
	5	Monitoring the progress of PAP implementation of new paurashavas (including the identification of future responsible monitoring organization/personnel) Feb: n.a. Mar: n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

3rd year Progress Report
Phase of strategy implementation：February 2018～September 2018
(16) Trial of establishing system for the follow-up in the entire nation in financial subjects
【Mainly responsible persons: Azeta and Sasao】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual		2	3			Mark*			Actual outputs		
		Plan							2	3			
1	To try to establish a system for the follow-up in the entire nation in financial subjects, based on the follow-up activities undertaken in finance Feb: Collect the information of budget, accounting and tax practices at 40 trainee paurashavas and provide necessary supports Mar: Continue information collection of 40 paurashavas and support activities	A		■	■	Azeta and Sasao	Framework to conduct follow-up activities after training		○	△	Updated list of 40 paurashavas with financial information	Support activities were not completed as planned due to strikes at paurashavas and also because consultants focused on handbook revisions.	Start implementing support activities at selected paurashavas (e.g. implementation of financial management training for elected representatives) in early April
		P		▨	▨								

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

Monthly monitoring

Activities		February				March			
		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	To try to establish a system for the follow-up in the entire nation in financial subjects, based on the follow-up activities undertaken in finance Feb: Collect the information of budget, accounting and tax practices at 40 trainee paurashavas and provide necessary supports Mar: Continue information collection of 40 paurashavas and support activities	Collected the information of budget, accounting and tax practices at 40 trainee paurashavas to set priorities in follow-up activities	Updated list of 40 paurashavas with financial information	○	n.a.	Continued information collection of 40 paurashavas but	Updated list of 40 paurashavas with financial information	△	Start visiting selected paurashavas to execute support activities in early April.

3rd year Progress Report

Phase of strategy implementation：**February 2018～September 2018**

(17) Review of R&R

【Persons involved in activities: Sasao】

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		2	3		Mark*			Actual outputs		
									2	3			
Sasao	1	Completion of detailed activity plan including the TOR of responsible consultants Feb: same as above Mar: n.a.	A	□□□□□□	□□■■□□	□□□□□□	Detailed activity plan and TOR of consultants		○	n.a.	Detailed activity plan and TOR of consultants	Activities were conducted smoothly.	n.a.
			P	□□□□□□	▨▨□□□□	□□□□□□							
	2	Recruitment of appropriate personnel responsible for the task Feb: same as above Mar: n.a.	A	□□□□□□	□□■■□□	□□□□■■	Signed contracts		○	○	Signed contracts	Activities were conducted smoothly.	n.a.
			P	□□□□□□	▨▨□□□□	□□□□□□							
	3	Draft making for revision and addition to R&R (draft) Feb: draft making Mar: draft making	A	□□□□□□	□□■■■■	■■■■■■	Draft of revised and new R&R		○	○	Draft of revised and new R&R (3 drafts out of 26 were completed as at the end of March.)	Activities were conducted smoothly.	To keep drafting according to the plan
			P	□□□□□□	□□▨▨▨▨	▨▨▨▨▨▨							

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

Monthly monitoring

Person in Charge		Activities	February				March			
			Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Sasao	1	Completion of detailed activity plan including the TOR of responsible consultants Feb: same as above Mar: n.a.	Activity plan was made but there is a need to make it more detailed.	Activity plan stated in TOR of consultants	○	n.a.	Complete	n.a.	n.a.	n.a.
	2	Recruitment of appropriate personnel responsible for the task Feb: same as above Mar: n.a.	Recruitment was made but final authorization by LGD was to be obtained.	Consultant contracts (draft)	○	n.a.	Agreement of LGD was obtained and also signing was completed.	Consultant contracts	○	n.a.
	3	Draft making for revision and addition to R&R (draft) Feb: draft making Mar: draft making	Draft making has started and going steadily.	Drafts	○	n.a.	3 drafts out of 26 were completed as at the end of March.	3 drafts	○	n.a.

3rd year Progress Report

Phase of strategy implementation：February 2018～September 2018

(18) Conducting extended training and monitoring of implementation of Detailed Training Plan (DTP)

【Persons involved in activities: Fusamae, Suginaga, Ido and Sasao】

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
		Activities	Actual		2	3		Mark*			Actual outputs		
			Plan						2	3			
Fusamae	1	Conducting extended training in development plan (including preparation) Feb: None Mar: Preparation of TOT	A			■	n.a.		n.a.	○	n.a.	n.a.	Conduct TOT and start training of Paurashavas
			P			▨							
	2	Conducting extended training in monitoring of paurashava activities (including preparation) Feb: None Mar: None	A				n.a.		n.a.	n.a.	n.a.	n.a.	Prepare for and conduct TOT
			P										
Suginaga	3	Conducting extended training in citizen participation (including preparation) Feb: Preparation of extended training in citizen participation Mar: Preparation of extended training in citizen participation	A		■	■	Training record		○	○	Training record (TOT for NILG staff is completed.)		Training Implementation
			P		▨	▨							
Ido	4	Conducting a training for improvement of handbook in master plan implementation (including preparation) Feb: Prepare and conduct MPI Training for 3 Paurashavas Mar: n.a.	A		■	■	Training record		○	○	Training report Feedback analysis	Prepared the training report and feedback analysis	n.a.
			P		▨								
	5	Conducting extended training in streets (including preparation) Feb: Prepare for TOT on streets Mar: Conduct the TOT	A		■	■	Training record		○	△	The handbook under revision Training and teaching materials under preparation	The review and revision of handbook is still on going by project consultants to incorporate feedbacks from LGED and to be reviewed by LGD.	To complete revision of handbook and conduct TOT.
			P		▨	▨							
	6	Conducting extended training in drainage (including preparation) Feb: Prepare for TOT on drainage Mar: Conduct the TOT	A		■	■	Training record		○	△	The handbook under revision Training and teaching materials under preparation	The review and revision of handbook is still on going by project consultants to incorporate feedbacks from LGED and to be reviewed by LGD.	To complete revision of handbook and conduct TOT.
			P		▨	▨							
Sasao	7	Monitoring of the progress of DTP Feb: To submit DTP (NILG, LGED) to 1st NSPGI Implementation Committee Mar: n.a.	A		■	■	Monitoring record		△	△	n.a.	In the 1st NSPGI Implementation Committee it was agreed that revision of DTPs is necessary to secure their feasibility. Following the feedback from 1st NSPGI Implementation Committee, DTPs of both NILG and LGED were revised.	To get approval of DTPs of both NILG and LGED in the next NSPGI Implementation Committee
			P		▨								

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

Monthly monitoring

			February				March			
Person in Charge		Activities	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1	Conducting extended training in development plan (including preparation) Feb: None Mar: Preparation of TOT	n.a.	n.a.	n.a.	n.a.	Internally discussed a timetable for implementation of TOT and training of Paurashavas	n.a.	○	
	2	Conducting extended training in monitoring of paurashava activities (including preparation) Feb: None Mar: None	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Suginaga	3	Conducting extended training in citizen participation (including preparation) Feb: Preparation of extended training in citizen participation Mar: Preparation of extended training in citizen participation	Preparation of extended training in citizen participation	n.a.	○□	n.a.	TOT for NILG staff is implemented.	TOT for NILG	○□	n.a.
Ido	4	Conducting a training for improvement of handbook in master plan implementation (including preparation) Feb: Prepare and conduct MPI Training for 3 Paurashavas Mar: n.a.	Prepared and conducted MPI Training for 3 large-size Paurashavas on 25-27 February at LGED	Training and teaching materials, training record. Training report is being prepared.	○	n.a.	Prepared the training report and feedback analysis	Training report Feedback analysis	○	n.a.
	5	Conducting extended training in streets (including preparation) Feb: Prepare for TOT on streets Mar: Conduct the TOT	Training and teaching materials are being prepared	Training and teaching materials under preparation	○	n.a.	The review and revision of handbook is still on going by project consultants. Training and teaching materials are being prepared.	The handbook under revision Training and teaching materials under preparation	△	To complete revision of handbook and conduct TOT.
	6	Conducting extended training in drainage (including preparation) Feb: Prepare for TOT on drainage Mar: Conduct the TOT	Training and teaching materials are being prepared	Training and teaching materials under preparation	○	n.a.	The review and revision of handbook is still on going by project consultants. Training and teaching materials are being prepared.	The handbook under revision Training and teaching materials under preparation	△	To complete revision of handbook and conduct TOT.
Sasao	7	Monitoring of the progress of DTP Feb: To submit DTP (NILG, LGED) to 1st NSPGI Implementation Committee Mar: n.a.	1st NSPGI Implementation Committee meeting was held but DTPs of NILG and LGED were not approved.	n.a.	△	To improve DTPs of NILG and LGED	Following the feedback from 1st NSPGI Implementation Committee, DTPs of both NILG and LGED were revised.	Revised DTPs of NILG and LGED	△	To get approval of DTPs of both NILG and LGED in the next NSPGI Implementation Committee

3rd year Progress Report

Phase of strategy implementation：**February 2018～September 2018**

(19) Finalization and authorization of all the produced handbooks

【Persons involved in activities: Fusamae and 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		2	3		Mark*			Actual outputs		
			Plan						2	3			
Fusamae	1	Follow-up in monitoring paurashava activities for the purpose of handbook finalization	A		■■■■■■	■■■■■■	Field visit reports		○	○	Field visit reports	n.a.	Continue support activities in pilot PSs.
		Feb: Support activities in pilot PSs Mar: Do.	P		▨▨▨▨▨▨	▨▨▨▨▨▨							
	2	Finalization and authorization of the orientation training handbook	A				Authorized handbook		△	△	None	LGD worked on other handbooks this month.	LGD completes the final check of the handbook.
		Feb: Final check by LGD Mar: None	P		□□□▨▨▨								
	3	Revision of operational handbook of monitoring paurashava activities	A				n.a.		n.a.	n.a.	n.a.	n.a.	Revise the handbook.
		Feb: None Mar: None	P										
	4	Finalization and authorization of the handbook of development plan	A		□□□□□■	■■■■■■	Authorized operational handbook of development plan		△	△	n.a.	LGD reviewed the handbook but is yet to conduct the final check.	LGD completes the final check of the handbook.
		Feb: Review of the handbook by LGD Mar: Finalization of the handbook	P		□□□▨▨▨	▨▨▨▨▨▨							
	5	Finalization and authorization of the handbook of monitoring paurashava activities	A				n.a.		n.a.	n.a.	n.a.	n.a.	LGD reviews the handbook.
		Feb: None Mar: None	P										

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities		Actual		2	3		Mark*			Actual outputs		
			Plan						2	3			
Ido	6	Finalization and authorization of streets Feb: Revise the Handbook based on the feedbacks from the Discussion Session Mar: Revise the Handbook based on the feedbacks from the TOT	A		■	■	Authorized operational handbook of Streets		○	△	Handbook under revision	The review and revision of handbook is still on going by project consultants to incorporate feedbacks from LGED and to be reviewed by LGD.	To complete the revision of handbook to be reviewed by LGD for finalization.
			P		▨	▨							
	7	Finalization and authorization of drainage Feb: Revise the Handbook based on the feedbacks from the Discussion Session Mar: Revise the Handbook based on the feedbacks from the TOT	A		■	■	Authorized operational handbook of Drainage		○	△	Handbook under revision	The review and revision of handbook is still on going by project consultants to incorporate feedbacks from LGED and to be reviewed by LGD.	To complete the revision of handbook to be reviewed by LGD for finalization.
			P		▨	▨							
	8	Follow-up in implementation of master plan for the purpose of handbook finalization Feb: Conduct follow-up activity on-site or off-site Mar: Conduct follow-up activity on-site or off-site	A		■	■	Activity record		○	○	Activity record	Conducted as scheduled.	To conduct follow-up activity on-site or off-site.
			P		▨	▨							
	9	Revision of operational handbook of masterplan Feb: Revise the MPI Handbook Mar: Revise the MPI Handbook	A		■	■	Final draft operational handbook of masterplan		○	○	Handbook under revision	Conducted as scheduled.	To complete the revision of handbook to be reviewed by LGD for finalization.
			P		▨	▨							
	10	Finalization and authorization of the handbook of masterplan (The handbook shall be reviewed for finalization in the next quarter.) Feb: n.a. Mar: n.a.	A				Authorized operational handbook of masterplan		n.a.	n.a.	n.a.	n.a.	To be reviewed by LGD for finalization.
			P										

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

Monthly monitoring

			February				March			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1	Follow-up in monitoring paurashava activities for the purpose of handbook finalization Feb: Support activities in pilot PSs Mar: Do.	Carried out support activities in some pilot PSs	Field visit reports	○	n.a.	Carried out support activities in some pilot PSs	Field visit reports	○	n.a.
	2	Finalization and authorization of the orientation training handbook Feb: Final check by LGD Mar: None	None	None	△	LGD starts the final check	None	None	△	LGD starts the final check
	3	Revision of operational handbook of monitoring paurashava activities Feb: None Mar: None	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	4	Finalization and authorization of the handbook of development plan Feb: Review of the handbook by LGD Mar: Finalization of the handbook	LGD started a review of the handbook and SPGP team started incorporation of comments	None	△	LGD completes the review	LGD reviewed the handbook and SPGP team incorporated their comments.	none	△	LGD conducts the final check of the handbook.
	5	Finalization and authorization of the handbook of monitoring paurashava activities Feb: None Mar: None	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Ido	6	Finalization and authorization of streets Feb: Revise the Handbook based on the feedbacks from the Discussion Session Mar: Revise the Handbook based on the feedbacks from the TOT	Handbook is being revised for TOT to be conducted next month.	Handbook under revision	○	n.a.	The review and revision of handbook is still on going by project consultants incorporating feedbacks from the discussion session.	Handbook under revision	△	To complete revision of handbook and conduct TOT.
	7	Finalization and authorization of drainage Feb: Revise the Handbook based on the feedbacks from the Discussion Session Mar: Revise the Handbook based on the feedbacks from the TOT	The Handbook is being revised for TOT to be conducted next month.	Handbook under revision	○	n.a.	The review and revision of handbook is still on going by project consultants incorporating feedbacks from the discussion session.	Handbook under revision	△	To complete revision of handbook and conduct TOT.
	8	Follow-up in implementation of master plan for the purpose of handbook finalization Feb: Conduct follow-up activity on-site or off-site Mar: Conduct follow-up activity on-site or off-site	Conduced follow-up activity for Bakerganj and Sengarchar Paurashavas	Activity record	○	n.a.	Conduced on-site follow-up activity for Kanaighat Paurashava and off-site for other 4 Paurashavas.	Activity record	○	n.a.
	9	Revision of operational handbook of masterplan Feb: Revise the MPI Handbook Mar: Revise the MPI Handbook	The Handbook is being revised based on the feedbacks from LGED and the Training.	Handbook under revision	○	n.a.	The Handbook is being revised based on the feedbacks from the training and follow-up activity.	Handbook under revision	○	n.a.
	10	Finalization and authorization of the handbook of masterplan (The handbook shall be reviewed for finalization in the next quarter.) Feb: n.a. Mar: n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

3rd year Progress Report
Phase of strategy implementation: February **2018～September 2018**
(20) Follow-up activities in training subjects for Paurashavas' performance improvement in pilot Paurashavas
【Persons involved in activities: Fusamae, Azeta, Suginaga and 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		2	3		Mark*			Actual outputs		
			Plan						2	3			
Fusamae	1.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas Feb: See 19-1 Mar: See 19-1	A				n.a.		n.a.	n.a.	n.a.	n.a.	n.a.
			P										
	1.2	Extracting good practices from follow-up activities Feb: Collect potential episodes for good practices Mar: Do.	A				Collected good practices		△	×	None	Local staff was too busy with multiple tasks.	Collect some good practice episodes.
			P		▨	▨							
Azeta	2.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas Feb: Collect the information of budget, accounting and tax practices at 40 trainee paurashavas and provide necessary supports Mar: Continue information collection of 40 paurashavas and support activities Collect information of accounting, tax collection and tax assessment activities at paurashavas	A		■	■	Follow-up progress report		○	△	Updated list of 40 paurashavas with financial information	Support activities were not completed as planned due to strikes at paurashavas and also because consultants focused on handbook revisions.	Start implementing support activities at selected paurashavas (e.g. implementation of financial management training for elected representatives) in early April
			P		▨	▨							
	2.2	Extracting good practices from follow-up activities (Complete)	A				Collected good practices						
			P										

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities		Actual		2	3		Mark*			Actual outputs		
			Plan						2	3			
Suginaga	3.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas Feb: none Mar: none	A				Activity record		n.a.	n.a.	n.a.	n.a.	n.a.
			P										
	3.2	Extracting good practices from follow-up activities (Complete) Feb: Mar:	A				Collected good practices						
			P										
Ido	4.1	Follow-up activities in master plan, streets and drainage for Paurashavas' performance improvement in pilot Paurashavas Feb: Conduct follow-up activity on-site or off-site Mar: Conduct follow-up activity on-site or off-site	A		■	■	Activity record		○	○	Field visit report	Conduced on-site follow-up activity for Kanaighat Paurashava and off-site for other 4 Paurashavas.	To conduct follow-up activity on-site or off-site.
			P		▨	▨							
	4.2	Extracting good practices from follow-up activities in master plan, streets and drainage (Good practices shall be collected after the Paurashavas' tasks are activated.) Feb: n.a. Mar: n.a.	A			■	Collected good practices		n.a.	○	Report on good practice	Collected good practice from follow-up activity at Kanaighat Paurashava.	To collect good practices from follow-up activities.
			P										

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

Monthly monitoring

			February				March			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas Feb: See 19-1 Mar: See 19-1	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	1.2	Extracting good practices from follow-up activities Feb: Collect potential episodes for good practices Mar: Do.	Collected some potential episodes	None	△	Collect some more potential episodes	None	None	×	Collect good practice episodes.
Azeta	2.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas Feb: Collect the information of budget, accounting and tax practices at 40 trainee paurashavas and provide necessary supports Mar: Continue information collection of 40 paurashavas and support activities Collect information of accounting, tax collection and tax assessment activities at paurashavas	Collected the information of budget, accounting and tax practices at 40 trainee paurashavas to set priorities in follow-up activities	Updated list of 40 paurashavas with financial information	○	n.a.	Collected the information of tax assessment activities at paurashavas	Updated list of 40 paurashavas with financial information	△	Start visiting selected paurashavas to execute support activities in early April.
	2.2	Extracting good practices from follow-up activities (Complete)								
Suginaga	3.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot Paurashavas Feb: None Mar: None	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	3.2	Extracting good practices from follow-up activities (Complete) Feb: Mar:								
Ido	4.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot Paurashavas Feb: Conduct follow-up activity on-site or off-site Mar: Conduct follow-up activity on-site or off-site	Conduced follow-up activity for Bakerganj and Sengarchar Paurashavas. Other 3 Paurashavas were contacted by telephone and Skype.	Field visit report	○	n.a.	Conduced on-site follow-up activity for Kanaighat Paurashava and off-site for other 4 Paurashavas.	Field visit report	○	n.a.
	4.2	Extracting good practices from follow-up activities (Good practices shall be collected after the Paurashavas' tasks are activated.) Feb: n.a. Mar: n.a.	n.a.	n.a.	n.a.	n.a.	Collected good practice from follow-up activity at Kanaighat Paurashava.	Report on good practice	○	n.a.

2.2.5 April ~ June 2018

3rd year Progress Report

Phase of strategy implementation：February 2018～September 2018

(13) Organizing the NSPGI Steering Committee and the NSPGI Implementation Committee (when necessary)

【Mainly responsible persons: Sasao and Asahina】

	Progress of activities																				Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities	Actual / Plan	4						5						6								Mark*			Actual outputs		
																							4	5	6			
1	Continue discussion and confirm the progress of Strategy implementation in NSPGI Implementation Committee and also NSPGI Steering Committee April: To organize 2nd NSPGI Implementation Committee May: To organize NSPGI Implementation Committees when necessary June: Same as May	A										■	■								Sasao	Minutes of NSPGI Steering Committee and NSPGI Implementation Committee	×	○	×	Minute of 2nd NSPGI Implementation Committee	It was expected to organize the 2nd NSPGI Steering Committee but we were not able to do that, because key person, Additional Secretary was abroad during the stay of the Project Manager.	To organize the 2nd NSPGI Steering Committee
		P			▨	▨					▨	▨					▨	▨										
2	Disseminate the project information on the project in general by Facebook April-June: Update three times in a month	A	■		■		■		■		■		■		■		■		■		Asahina	Periodic renewal of news in face book	○	○	○	Periodic renewal of news in face book	n.a.	Disseminate the project information on the project in general by Facebook April-June: Update three times in a month
		P	▨		▨		▨		▨		▨		▨		▨		▨		▨									

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

Monthly monitoring

		April				May			
	Activities	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Continue discussion and confirm the progress of Strategy implementation in NSPGI Implementation Committee and also NSPGI Steering Committee April: To organize 2nd NSPGI Implementation Committee May: To organize NSPGI Implementation Committees when necessary June: Same as May	2nd NSPGI Implementation Committee meeting was not held, as all the core participants were not available.	n.a.	×	To promote organization of the meeting and to revise the DTPs of NILG based on the discussion raised in April as a preparation for the meeting	2nd NSPGI Implementation Committee meeting was held. The biggest progress is tentative approval of DTPs of NILG and LGED.	Minute of meeting	○	Although it is not a corrective action, 2nd NSPGI Steering Committee should be held in June.
2	Disseminate the project information on the project in general by Facebook April-June: Update three times in a month	News on follow-up activities were released in face book.	Released news	○	n.a.	News on follow-up activities were released in facebook.	Released news	○	n.a.

3rd year Progress Report
Phase of strategy implementation：February 2018～September 2018
(14) Monitoring of LGD Action Plan
【Mainly responsible persons: Sasao】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities	Actual	4	5	6			Mark*			Actual outputs		
		Plan						4	5	6			
1	Confirm the progress of LGD Action Plan April: To send a project letter requesting the formulation of LGD Action Plan May: To confirm the formulation of LGD Action Plan June: To monitor the progress of LGD Action Plan	A	■	■	■	Sasao	Monitoring record	○	△	△	n.a.	Eventually PD stated that there is no need to finalize or authorize the existing LGD Action Plan draft. Most of the content of LGA Action Plan has been proceeding, although there is no monitoring report/record made.	To request the situation of ADP budget allocation for the next fiscal years.
		P	▨	▨	▨								

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

Monthly monitoring

April / **May**

Activities		April: Progress Situation at the end of month		April: Mark*	April: Necessary Corrective Action for Next Month	May: Progress Situation at the end of month		May: Mark*	May: Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Confirm the progress of LGD Action Plan April: To send a project letter requesting the formulation of LGD Action Plan May: To confirm the formulation of LGD Action Plan June: To monitor the progress of LGD Action Plan	The project letter requesting the formulation of LGD Action Plan was sent to LGD.	n.a.	○		There is a good progress of LGD Action plan activities, although the plan was not officially approved by LGD.	n.a.	△	To request LGD the approval of LGD Action Plan

June

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Confirm the progress of LGD Action Plan April: To send a project letter requesting the formulation of LGD Action Plan May: To confirm the formulation of LGD Action Plan June: To monitor the progress of LGD Action Plan	Eventually PD stated that there is no need to finalize or authorize the existing LGD Action Plan draft.	n.a.	△	To request the situation of ADP budget allocation for the next fiscal years.

3rd year Progress Report

Phase of strategy implementation：February 2018～September 2018

(15) Support to the nation-wide dissemination of Paurashava Action Plan (PAP)

【Persons involved in activities: Sato and Sasao】

Person in Charge	Progress of activities		Actual	4	5	6	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities		Plan					Mark*			Actual outputs		
								4	5	6			
Sato and Sasao	1	Monitoring the progress of 7 pilot paurashavas April: To conduct monitoring May: To conduct monitoring June: To conduct monitoring	A	■	■	■	Monitoring record of PAP	△	△	○	Monitoring record of PAP	We steadily conducted necessary activities. There was no particular obstacle factor.	To keep conducting monitoring
			P	▨	▨	▨							
	2	Making a guidance program Complete	A										
			P										
	3	Making a dissemination plan (Need to make a plan also for the period after SPGP before August, 2018) April: n.a. May: n.a. June: n.a.	A				Dissemination Plan	n.a.	n.a.	n.a.			
			P										
	4	Conducting guidance to new paurashavas (total 26 paurashavas) after training stated in "(18) Conducting extended training in subjects such as monitoring of paurashava activities, citizen participation, development plan, implementation of master plan, streets and drainage to 26 paurashavas" April: To follow up the guidance in finance May: To conduct a guidance in development plan June: To follow up the guidance in development plan	A	■		■	Guidance record	○	×	△	The new 26 Paurashavas received the PAP guidance on Finance. Among them 13 Paurashavas received the PAP guidance on Development Planning.	We steadily conducted necessary activities. However, 9 Paurashava out of 22 Paurashavas did not attend the workshops.	We will conduct a workshop for the 13 Paurashavas which were absent in the workshops in June and 4 Paurashavas which will receive the training course on Development Planning in July.
			P	▨	▨	▨							
	5	Monitoring the progress of PAP implementation of new Paurashavas (including the identification of future responsible monitoring organization/personnel) April: To conduct monitoring May: To conduct monitoring June: To conduct monitoring	A				Monitoring record of PAP	n.a.	n.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

			April				May			
Person in Charge		Activities	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Sato and Sasao	1	Monitoring the progress of 7 pilot paurashavas April: To conduct monitoring May: To conduct monitoring June: To conduct monitoring	7 pilot paurashavas completed their PAPs up to 2nd quarter (up to December). They have started filling the results for 3rd quarter (January-March).	7 pilot Paurashavas' PAPs up to the 2nd quarter results	△	To accelerate pilot paurashavas' completion of the PAPs including the results for 3rd quarter.	6 pilot Paurashavas submitted the filled PAP with results of 3rd quarter.	6 pilot paurashavas' PAPs up to the 3rd quarter results	△	To ask one remaining pilot Paurashava to submit it.
	2	Making a guidance program Complete								
	3	Making a dissemination plan (Need to make a plan also for the period after SPGP before August, 2018) April: n.a. May: n.a. June: n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	4	Conducting guidance to new paurashavas (total 26 paurashavas) after training stated in "(18) Conducting extended training in subjects such as monitoring of paurashava activities, citizen participation, development plan, implementation of master plan, streets and drainage to 26 paurashavas" April: To follow up the guidance in finance May: To conduct a guidance in development plan June: To follow up the guidance in development plan	Additional guidance on PAP in finance to 3 paurashavas who did not participate in the previous session was conducted.	Completion of guidance to all the 26 additional paurashavas	○		Preparation for conducting PAP guidance on development planning to new paurashavas (22 paurashavas) was delayed. PAP guidance was rescheduled to the beginning of June.	n.a.	×	To implement PAP guidance on development planning to new paurashavas (22 paurashavas) as soon as possible.
	5	Monitoring the progress of PAP implementation of new paurashavas (including the identification of future responsible monitoring organization/personnel) April: To conduct monitoring May: To conduct monitoring June: To conduct monitoring	No need of particular monitoring yet	n.a.	n.a.		No need of particular monitoring yet	n.a.	n.a.	

June

Person in Charge		Activities	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Sato and Sasao	1	Monitoring the progress of 7 pilot paurashavas April: To conduct monitoring May: To conduct monitoring June: To conduct monitoring	One remaining pilot Paurashava submitted the filled PAP with results of 3rd quarter.	One remained pilot Paurashava' PAPs up to the 3rd quarter results	○	To continue to conduct necessary activities.
	2	Making a guidance program Complete				
	3	Making a dissemination plan (Need to make a plan also for the period after SPGP before August, 2018) April: n.a. May: n.a. June: n.a.	n.a.	n.a.	n.a.	n.a.
	4	Conducting guidance to new paurashavas (total 26 paurashavas) after training stated in "(18) Conducting extended training in subjects such as monitoring of paurashava activities, citizen participation, development plan, implementation of master plan, streets and drainage to 26 paurashavas" April: To follow up the guidance in finance May: To conduct a guidance in development plan June: To follow up the guidance in development plan	Preparation for conducting PAP guidance on development planning to new paurashavas (22 paurashavas) was delayed. PAP guidance was rescheduled to the beginning of June.	Completion of guidance to all the 13 additional paurashavas	△	To follow up the Paurashava who cannot receive PAP guidance
	5	Monitoring the progress of PAP implementation of new paurashavas (including the identification of future responsible monitoring organization/personnel) April: To conduct monitoring May: To conduct monitoring June: To conduct monitoring	No need of particular monitoring yet	n.a.	n.a.	n.a.

3rd year Progress Report

Phase of strategy implementation：**February 2018～September 2018**

(16) Trial of establishing system for the follow-up in the entire nation in financial subjects

【Mainly responsible persons: Azeta and Sasao】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	4	5	6			Mark*			Actual outputs		
		Plan						4	5	6			
1	To try to establish a system for the follow-up in the entire nation in financial subjects, based on the follow-up activities undertaken in finance April: Start support activities at 40 paurashavas (e.g. organize financial management training for elected representatives and tax assessment training) with the involvement of pilot paurashavas May: Continue support activities at 40 paurashavas with the involvement of pilot paurashavas and organize trial information sharing session among Paurashavas June: Continue support activities at 40 paurashavas (especially of budget formulation) with the involvement of pilot paurashavas	A	■	■	■	Azeta and Sasao	Framework to conduct follow-up activities after training	○	○	○	Field visit report, Plan for Study circle /information sharing session among paurashavas, plan for financial management training for DDLGs and course guide	Support activities were conducted as planned with the involvement of pilot paurashavas. Information sharing sessions / study circle are still under the discussion with PD and were not organized during this term.	Provide supports on accounting processes (to be started from July 2018) to 40 paurashavas and finalize the plan for training for DDLGs. Continue discussion on information sharing sessions / study circle with related parties.
		P	▨	▨	▨								

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

Monthly monitoring

		April				May			
Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	To try to establish a system for the follow-up in the entire nation in financial subjects, based on the follow-up activities undertaken in finance April: Start support activities at 40 paurashavas (e.g. organize financial management training for elected representatives and tax assessment training) with the involvement of pilot paurashavas May: Continue support activities at 40 paurashavas with the involvement of pilot paurashavas and organize trial information sharing session among Paurashavas June: Continue support activities at 40 paurashavas (especially of budget formulation) with the involvement of pilot paurashavas	Visited 6 paurashavas and organized financial management training for elected representatives with the involvement of pilot paurashavas. Also prepared a plan for the information sharing session among paurashavas to be organized in late June.	Field visit report Draft plan for information sharing session among paurashavas	○	n.a.	Visited 4 paurashavas and organized financial management training for elected representatives. Had discussions on the plan for the study circle / information sharing session among paurashavas to be organized in late June. Also prepared a plan for financial management training for DDLGs with PD.	Field visit report, Updated plan for Study circle /information sharing session among paurashavas, Draft plan for financial management training for DDLGs and course guide	○	n.a.

June

Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	To try to establish a system for the follow-up in the entire nation in financial subjects, based on the follow-up activities undertaken in finance April: Start support activities at 40 paurashavas (e.g. organize financial management training for elected representatives and tax assessment training) with the involvement of pilot paurashavas May: Continue support activities at 40 paurashavas with the involvement of pilot paurashavas and organize trial information sharing session among Paurashavas June: Continue support activities at 40 paurashavas (especially of budget formulation) with the involvement of pilot paurashavas	Visited 2 paurashavas and organized financial management training for elected representatives. Had discussions on the plan for financial management training for DDLGs with PD.	Field visit report, Updated plan for financial management training for DDLGs and course guide	○	n.a.

3rd year Progress Report
Phase of strategy implementation: February 2018～September 2018
(17) Review of R&R
【Persons involved in activities: Sasao】

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*			Actual outputs		
			Plan					4	5	6			
Sasao	1	Completion of detailed activity plan including the TOR of responsible consultants	A										
		Complete	P										
	2	Completion of detailed activity plan including the TOR of responsible consultants	A										
		Complete	P										
	3	Draft making for revision and addition to R&R (draft)	A	■	■	■	Draft of revised and new R&R (Completion of total 26 items of R&R)	○	○	○	Draft of revised and new R&R (Completion of 22 items of 1st draft R&R)	Team leader has been conducting good schedule monitoring and responsible editing.	To continue drafting activities
		April: To continue drafting according to the plan May: ditto June: ditto	P	▨	▨	▨							

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

Monthly monitoring

			April				May			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Sasao	1	Completion of detailed activity plan including the TOR of responsible consultants Complete								
	2	Completion of detailed activity plan including the TOR of responsible consultants Complete								
	3	Draft making for revision and addition to R&R (draft) April: To continue drafting according to the plan May: ditto June: ditto	9 R&R drafts out of total 26 were completed.	9 drafts	○	There is a small delay and need to accelerate the work.	15 first draft and 12 second draft were produced. Roadmap of draft finalization was also submitted to LGD.	Shown as left	○	n.a.

			June			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Sasao	1	Completion of detailed activity plan including the TOR of responsible consultants Complete				
	2	Completion of detailed activity plan including the TOR of responsible consultants Complete				
	3	Draft making for revision and addition to R&R (draft) April: To continue drafting according to the plan May: ditto June: ditto	Completion of 22 items of 1st draft R&R	Shown as left	○	n.a.

3rd year Progress Report

Phase of strategy implementation：February 2018～September 2018

(18) Conducting extended training and monitoring of implementation of Detailed Training Plan (DTP)

【Persons involved in activities: Fusamae, Suginaga, Ido and Sasao】

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	Mark* 5	Mark* 6	Actual outputs		
Fusamae	1	Conducting extended training in development plan (including preparation) April: Preparation for and implementation of TOT and extended training May: Preparation for and implementation of extended training June: None	A	■■■■■■	■■■□□□	□□□□□□	Training reports	○	○	n.a.	None	n.a.	Implement training of the final batch and prepare training report
			P	▨▨▨▨▨▨	▨▨▨□□□	□□□□□□							
	2	Conducting extended training in monitoring of paurashava activities (including preparation) April: None May: Preparation for TOT June: Implementation of TOT and preparation of extended training	A	□□□□□□	□□□□■■	■■□□■□	Training reports	n.a.	○	○	None	n.a.	Implement extended training
			P	□□□□□□	□□□□▨▨	▨▨▨▨▨▨							
Suginaga	3	Conducting extended training in citizen participation (including preparation) April:Implementation of extended training in citizen participation May:Implementation of extended training in citizen participation June:Preparation of a training record	A	■■■■■■	■■■■■■	■■■□□□	Training record	○	○	○	Training Report		
			P	▨▨▨▨▨▨	▨▨▨▨▨▨	▨▨▨□□□							

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities		Actual / Plan	4	5	6		Mark*			Actual outputs		
								4	5	6			
Ido	4	Conducting a training for improvement of handbook on master plan implementation (including preparation) (Complete)	A				Training record						
			P										
	5	Conducting extended training on streets (including preparation) April: Prepare and conduct TOT on streets May: Prepare training record June: n.a.	A	■	■		Training record	△	○	n.a.	TOT was completed.	Preparation and implementation of TOT were on schedule.	Extended trainings will start.
			P	▨	▨								
	6	Conducting extended training on drainage (including preparation) April: Prepare for TOT on drainage May: Conduct TOT June: Prepare training record	A	■	■	■	Training record	○	○	○	TOT was completed.	Preparation and implementation of TOT were on schedule.	Extended trainings will start.
			P	▨	▨	▨							
Sasao	7	Monitoring of the progress of DTP April: To confirm the approval of DTP of NILG and LGED and to monitor the progress of extended training May: To monitor the progress of extended training June: Ditto	A	■	■	■	Monitoring record	△	○	△	Monitoring record 1. DTPs were not final approved yet. 2. There are lots of modification of training volume (reduction) and schedule upon the request of LGD.	1. 2nd NSPGI Steering Committee was not held because of absence of AS during the stay period of project manager. 2. There were too many training planned for June, although June is the busiest month for Paurashavas.	To get approval of DTP in 2nd Steering Committee
			P	▨	▨	▨							

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

Monthly monitoring

			April				May			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1	Conducting extended training in development plan (including preparation) April: Preparation for and implementation of TOT and extended training May: Preparation for and implementation of extended training June: None	Arranged for implementation of TOT and extended training and implemented TOT and training of one batch of target trainees with LGED.	None	○	n.a.	Prepared for and implemented training of the second and third batches	None	○	n.a.
	2	Conducting extended training in monitoring of paurashava activities (including preparation) April: None May: Preparation for TOT June: Implementation of TOT and preparation of extended training	n.a.	n.a.	n.a.	n.a.	Discussed arrangement of TOT and extended training with NILG and set a schedule	None	○	n.a.
Suginaga	3	Conducting extended training in citizen participation (including preparation) April:Implementation of extended training in citizen participation May:Implementation of extended training in citizen participation June:Preparation of a training record	Supported the implementation of extended training	Training for 17 Paurashavas out of 22 is completed.	○	n.a.	Supported the implementation of extended training	Completion of extended training for 22 Paurashavas	○	n.a.
Ido	4	Conducting a training for improvement of handbook on master plan implementation (including preparation) Complete								
	5	Conducting extended training on streets (including preparation) April: Prepare and conduct TOT on streets May: Prepare training record June: n.a.	Preparation of TOT on streets is progressing. However, TOT is postponed to May due to the prolonged revision of Street Handbook to upgrade for the coming extended trainings.	Revised Street Handbook	△	Since the revision of Handbook is almost completed, TOT shall be conducted.	Conducted Street TOT on 13th and 14th of May, The training report has been prepared and is under revision.	Training report under revision.	○	n.a.
	6	Conducting extended training on drainage (including preparation) April: Prepare for TOT on drainage May: Conduct the TOT June: Prepare training record	Preparation of TOT on drainage is progressing.	Training material (Drainage Handbook under revision)	○	n.a.	Conducted Street TOT on 30th and 31st of May, The training report is under preparation.	Revised Drainage Handbook, and teaching and training materials.	○	n.a.
Sasao	7	Monitoring of the progress of DTP April: To confirm the approval of DTP of NILG and LGED and to monitor the progress of extended training May: To monitor the progress of extended training June: Ditto	DTPs of NILG and LGED were not yet approved. DTPs of NILG needs last minute modification before submitting to 2nd NSPGI Implementation Committee meeting.	n.a.	△	To conduct modification of DTP of NILG before submitting it to 2nd NSPGI Implementation Committee meeting	1. DTPs of NILG and LGED were tentatively approved in 2nd NSPGI Implementation Committee meeting. 2. Conducted monitoring of the planned training in the extension period.	Revised DTPs of NILG and LGED	○	n.a.

June

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1	Conducting extended training in development plan (including preparation) April: Preparation for and implementation of TOT and extended training May: Preparation for and implementation of extended training June: None	n.a.	n.a.	n.a.	n.a.
	2	Conducting extended training in monitoring of paurashava activities (including preparation) April: None May: Preparation for TOT June: Implementation of TOT and preparation of extended training	Prepared for extended training and implemented TOT.	n.a.	○	n.a.
Suginaga	3	Conducting extended training in citizen participation (including preparation) April:Implementation of extended training in citizen participation May:Implementation of extended training in citizen participation June:Preparation of a training record	Preparation of a training report	Training Report	○	n.a.
Ido	4	Conducting a training for improvement of handbook on master plan implementation (including preparation) Complete				
	5	Conducting extended training on streets (including preparation) April: Prepare and conduct TOT on streets May: Prepare training record June: n.a.	Preparation of extended trainings started	n.a.	n.a.	n.a.
	6	Conducting extended training on drainage (including preparation) April: Prepare for TOT on drainage May: Conduct the TOT June: Prepare training record	Prepared training record	Training record	○	n.a.
Sasao	7	Monitoring of the progress of DTP April: To confirm the approval of DTP of NILG and LGED and to monitor the progress of extended training May: To monitor the progress of extended training June: Ditto	1. DTPs were not final approved yet. 2. There are lots of modification of training volume (reduction) and schedule upon the request of LGD.	Monitoring record	△	To get approval of DTP in 2nd Steering Committee

3rd year Progress Report

Phase of strategy implementation：February 2018～September 2018

(19) Finalization and authorization of all the produced handbooks

【Persons involved in activities: Fusamae and Ido】

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities		Actual / Plan	4	5	6		Mark*			Actual outputs		
								4	5	6			
Fusamae	1	Follow-up in monitoring paurashava activities for the purpose of handbook finalization April: None May: support activities in pilot PSs June: Support activities in pilot PSs	A			■	Field visit reports	n.a.	△	○	field visit reports	n.a.	Support monitoring activities of PSs
			P		▨	▨							
	2	Finalization and authorization of the orientation training handbook April: None May: Final check by LGD June: None	A		■		Authorized handbook	n.a.	○	n.a.	n.a.	n.a.	n.a.
			P		▨								
	3	Revision of operational handbook of monitoring paurashava activities April: Preparation of the final draft based on feedback from field support May: None June: None	A	■			Final draft handbook	○	n.a.	n.a.	n.a.	n.a.	n.a.
			P	▨									
	4	Finalization and authorization of the handbook of development plan April: Final check by LGD May: None June: None	A	■			Authorized handbook	○	n.a.	n.a.	n.a.	n.a.	n.a.
			P	▨									
	5	Finalization and authorization of the handbook of monitoring paurashava activities April: Review by LGD May: Review by LGD, incorporation of comments by SPGP team and final check by LGD June: None	A		■		Authorized handbook	△	○	n.a.	n.a.	n.a.	n.a.
			P	▨	▨								

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	Actual outputs		
Ido	6	Finalization and authorization of streets April: Complete revision of the Handbook May: Revise the Handbook based on the feedbacks from TOT June: Start the handbook review session by LGD (either MPI or streets)	A	■	■		Authorized operational handbook of Streets	○	○	△	n.a.	The review session was postponed by LGD.	The review session will be held by LGD.
			P	▨	▨	▨							
	7	Finalization and authorization of drainage April: Review of the Handbook by project consultant May: Revise the Handbook June: Revise the Handbook based on the feedbacks from TOT	A	■	■	■	Authorized operational handbook of Drainage	○	○	○	Handbook under revision.	The revision of Handbook was completed before TOT. The handbook is further revised based on the feedback from TOT.	The review session will be held by LGD.
			P	▨	▨	▨							
	8	Follow-up in implementation of master plan for the purpose of handbook finalization April: Conduct follow-up activity on-site or off-site May: Conduct follow-up activity on-site or off-site June: Conduct follow-up activity on-site or off-site	A				Activity record	n.a.	n.a.	n.a	n.a	Since revision of MPIH is almost completed, follow-up activity for the purpose of handbook finalization is not necessary. Furthermore, Paurashavas which have Master Plans are still not ready to implement the Master Plan financially and technically.	n.a
			P	▨	▨	▨							
	9	Revision of operational handbook of masterplan April: Revise the MPI Handbook May: Revise the MPI Handbook June: Revise the MPI Handbook	A	■	■	■	Final draft operational handbook of masterplan	○	○	○	Revised Handbook	The Handbook is revised for LGD's review session.	The review session will be held by LGD.
			P	▨	▨	▨							
	10	Finalization and authorization of the handbook of masterplan April: n.a. May: n.a. June: Start the handbook review session by LGD (either MPI or streets)	A				Authorized operational handbook of masterplan	n.a.	n.a.	△	n.a.	The review session was postponed by LGD.	The review session will be held by LGD.
			P			▨							

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

Monthly monitoring

Person in Charge		Activities	April				May			
			Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1	Follow-up in monitoring paurashava activities for the purpose of handbook finalization April: None May: support activities in pilot PSs June: Support activities in pilot PSs	n.a.	n.a.	n.a.	n.a.	None (Because of L/C's heavy involvement into the expanded training, they were not able to secure the time for this activity.)	n.a.	△	Carry out support activities
	2	Finalization and authorization of the orientation training handbook April: None May: Final check by LGD June: None	n.a.	n.a.	n.a.	n.a.	LGD confirmed the final draft incorporating their comments	Authorized handbook	○	n.a.
	3	Revision of operational handbook of monitoring paurashava activities April: Preparation of the final draft based on feedback from field support May: None June: None	Prepared the final draft of the handbook	Final draft of the handbook	○	n.a.	n.a.	n.a.	n.a.	n.a.
	4	Finalization and authorization of the handbook of development plan April: Final check by LGD May: None June: None	LGD completed the final check of the handbook.	Authorized handbook	○	n.a.	n.a.	n.a.	n.a.	n.a.
	5	Finalization and authorization of the handbook of monitoring paurashava activities April: Review by LGD May: Review by LGD, incorporation of comments by SPGP team and final check by LGD June: None	LGD postponed the HB review session.	n.a.	△	LGD conducts the review	LGD reviewed the draft and confirmed the final draft incorporating their comments	Authorized handbook	○	n.a.
Ido	6	Finalization and authorization of streets April: Complete revision of the Handbook May: Revise the Handbook based on the feedbacks from TOT June: Start the handbook review session by LGD (either MPI or streets)	The revision of the Handbook is almost completed.	Revised Handbook	○	n.a.	The revision of Handbook was completed before TOT. The handbook is further revised based on the feedback from TOT.	Handbook under revision.	○	n.a.
	7	Finalization and authorization of drainage April: Review of the Handbook by project consultant May: Revise the Handbook June: Revise the Handbook based on the feedbacks from TOT	The revision of the Handbook is progressing by project consultant and additional resource.	Revised chapters of Handbook	○	n.a.	The revision of Handbook was completed before TOT.	Revised Handbook.	○	n.a.
	8	Follow-up in implementation of master plan for the purpose of handbook finalization April: Conduct follow-up activity on-site or off-site May: Conduct follow-up activity on-site or off-site June: Conduct follow-up activity on-site or off-site	Since revision of MPIH is completed, follow-up activity for the purpose of handbook finalization is not necessary.	n.a.	n.a.	n.a.	Since revision of MPIH is almost completed, follow-up activity for the purpose of handbook finalization is not necessary. Furthermore, Paurashavas which have Master Plans are still not ready to implement the Master Plan financially and technically.	n.a.	n.a.	n.a.
	9	Revision of operational handbook of masterplan April: Revise the MPI Handbook May: Revise the MPI Handbook June: Revise the MPI Handbook	Revision of MPI Handbook in Bengali is completed.	Revised Handbook Bengali version	○	n.a.	The Handbook is being revised for LGD's review session to start in June.	Handbook under revision.	○	n.a.
	10	Finalization and authorization of the handbook of masterplan April: n.a. May: n.a. June: Start the handbook review session by LGD (either MPI or streets)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

June

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1	Follow-up in monitoring paurashava activities for the purpose of handbook finalization April: None May: support activities in pilot PSs June: Support activities in pilot PSs	Supported monitoring activities of 2 PSs.	Field visit reports	○	n.a.
	2	Finalization and authorization of the orientation training handbook April: None May: Final check by LGD June: None	n.a	n.a.	n.a.	n.a.
	3	Revision of operational handbook of monitoring paurashava activities April: Preparation of the final draft based on feedback from field support May: None June: None	n.a.	n.a.	n.a.	n.a.
	4	Finalization and authorization of the handbook of development plan April: Final check by LGD May: None June: None	n.a.	n.a.	n.a.	n.a.
	5	Finalization and authorization of the handbook of monitoring paurashava activities April: Review by LGD May: Review by LGD, incorporation of comments by SPGP team and final check by LGD June: None	n.a.	n.a.	n.a.	n.a.
Ido	6	Finalization and authorization of streets April: Complete revision of the Handbook May: Revise the Handbook based on the feedbacks from TOT June: Start the handbook review session by LGD (either MPI or streets)	The review session was postponed by LGD.	n.a.	△	The review session will be held by LGD.
	7	Finalization and authorization of drainage April: Review of the Handbook by project consultant May: Revise the Handbook June: Revise the Handbook based on the feedbacks from TOT	The revision of Handbook was completed before TOT. The handbook is further revised based on the feedback from TOT.	Handbook under revision.	○	n.a.
	8	Follow-up in implementation of master plan for the purpose of handbook finalization April: Conduct follow-up activity on-site or off-site May: Conduct follow-up activity on-site or off-site June: Conduct follow-up activity on-site or off-site	Follow-up activity was not conducted for the reason mentioned in May.	n.a.	n.a.	n.a.
	9	Revision of operational handbook of masterplan April: Revise the MPI Handbook May: Revise the MPI Handbook June: Revise the MPI Handbook	The Handbook is revised for LGD's review session.	Revised Handbook	○	n.a.
	10	Finalization and authorization of the handbook of masterplan April: n.a. May: n.a. June: Start the handbook review session by LGD (either MPI or streets)	The review session was postponed by LGD.	n.a.	△	The review session will be held by LGD.

3rd year Progress Report

Phase of strategy implementation：February 2018～**September 2018**

(20) Follow-up activities in training subjects for Paurashavas' performance improvement in pilot Paurashavas

【Persons involved in activities: Fusamae, Azeta, Suginaga and 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	4	5	6		Mark*			Actual outputs		
			Plan					4	5	6			
Fusamae	1.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas April: See 19-1 May: See 19-1 June: See 19-1	A	□□□□□□	□□□□□□	□□□□□□							
			P	□□□□□□	□□□□□□	□□□□□□							
	1.2	Extracting good practices from follow-up activities April: Discussion of potential episodes for good practice cases May: Exploration of identified potential episodes for good practice cases June: Do.	A	■□□□□□	□□□□□□	□□■□□■	Collected good practices	○	△	○	Collected good practices	n.a.	Prepare good practice sheets and collect more good practice cases
			P	▨□□□□□	□□□▨▨▨	▨▨▨▨▨▨							
Azeta	2.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas April: Start support activities at 40 paurashavas (e.g. organize financial management training for elected representatives and tax assessment training) May: Continue support activities at 40 paurashavas June: Continue support activities at 40 paurashavas (especially of budget formulation)	A	■■■■□□	□□■■□■	■■■□□■	Follow-up progress report	○	○	○	Field visit reports	Follow-up activities were carried out as planned (provided financial management training for elected representatives in 12 paurashavas)	Examine the budget documents prepared by paurashavas and provide necessary supports on accounting for the new fiscal year.
			P	▨▨▨▨▨▨	▨▨▨▨▨▨	▨▨▨▨▨▨							
	2.2	Extracting good practices from follow-up activities (Complete)	A	□□□□□□	□□□□□□	□□□□□□	Collected good practices						
			P	□□□□□□	□□□□□□	□□□□□□							

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
	Activities		Actual Plan	4	5	6		Mark*			Actual outputs		
								4	5	6			
Suginaga	3.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas April:none May:Follow-up of pilot Paurashava's activity June: none	A	□■□□□□	□□□□□□	■■■□□□	Activity record	n.a.	n.a.	○	Updated information on WC/TLCC activities		
			P	□□□□□□	□□□▨▨▨	□□□□□□							
	3.2	Extracting good practices from follow-up activities (Complete) April: May: June:	A	□□□□□□	□□□□□□	□□□□□□	Collected good practices						
			P	□□□□□□	□□□□□□	□□□□□□							
Ido	4.1	Follow-up activities in master plan, streets and drainage for Paurashavas' performance improvement in pilot Paurashavas April: Conduct follow-up activity on-site or off-site May: Conduct follow-up activity on-site or off-site June: Conduct follow-up activity on-site or off-site	A	■■■■■■	■■■■■■	■■■■■■	Activity record	○	△	△	n.a.	On-site follow-up activity is temporally suspended in order to prioritize the TOT and extended trainings for Street and Drainage. However, the local consultants continue to advise the Paurashavas through e-mail and telephone.	Follow-up activity will be conducted following the extended trainings for Street and Drainage.
			P	▨▨▨▨▨▨	▨▨▨▨▨▨	▨▨▨▨▨▨							
	4.2	Extracting good practices from follow-up activities in master plan, streets and drainage April: Collect good practices from follow-up activities May: Collect good practices from follow-up activities June: Collect good practices from follow-up activities	A	■■■■■■	□□□□□□	□□□□□□	Collected good practices	○	△	△	n.a.	The same reason as above, the collection of good practices will be resumed after the extended trainings.	Good practices will be collected during the follow-up activity.
			P	▨▨▨▨▨▨	▨▨▨▨▨▨	▨▨▨▨▨▨							

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

Monthly monitoring

			April				May			
Person in Charge		Activities	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas April: See 19-1 May: See 19-1 June: See 19-1								
	1.2	Extracting good practices from follow-up activities April: Discussion of potential episodes for good practice cases May: Exploration of identified potential episodes for good practice cases June: Do.	Discussed potential episodes for good practice cases with local consultants	n.a.	○	n.a.	None (Because of L/C's heavy involvement into the expanded training, they were not able to secure the time for this activity.)	n.a.	△	Carry out field visits for exploration of good practice cases
Azeta	2.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas April: Start support activities at 40 paurashavas (e.g. organize financial management training for elected representatives and tax assessment training) May: Continue support activities at 40 paurashavas June: Continue support activities at 40 paurashavas (especially of budget formulation)	Visited 6 paurashavas and organized financial management training for elected representatives with the involvement of pilot paurashavas.	Field visit report	○	n.a.	Visited 4 paurashavas and organized financial management training for elected representatives.	Field visit report	○	n.a.
	2.2	Extracting good practices from follow-up activities (Complete)								
Suginaga	3.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot Paurashavas Apr: None May: Follow-up of pilot Paurashava's activity June: None	Visited two Paurashavas	Recent situation is confirmed from one pilot Paurashava (Chengarchar) and one no-target Paurashava (Brammonbaria).	n.a.	n.a.	n.a.	n.a.	n.a.	This activity is postponed to June considering the workload of a local consultant.
	3.2	Extracting good practices from follow-up activities (Complete) April: May: June:								
Ido	4.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot Paurashavas April: Conduct follow-up activity on-site or off-site May: Conduct follow-up activity on-site or off-site June: Conduct follow-up activity on-site or off-site	Conducted field visit to Atgharia Paurashavas and contacted other 4 Paurashavas by Skype and telephone for follow-up of Paurashavas' activities.	Field visit report	○	n.a.	On-site follow-up activity is temporally suspended in order to prioritize the TOT and extended trainings for Street and Drainage. However, the local consultants continue to advise the Paurashavas through e-mail and telephone.	n.a.	△	n.a.
	4.2	Extracting good practices from follow-up activities in master plan, streets and drainage April: Collect good practices from follow-up activities May: Collect good practices from follow-up activities June: Collect good practices from follow-up activities	Trying to collect good practices from follow-up activities.	Field visit report	○	n.a.	The same reason as above, the collection of good practices will be resumed after the extended trainings.	n.a.	△	n.a.

June

Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas April: See 19-1 May: See 19-1 June: See 19-1				
	1.2	Extracting good practices from follow-up activities April: Discussion of potential episodes for good practice cases May: Exploration of identified potential episodes for good practice cases June: Do.	Collected detailed information about potential episodes for good practice cases in 2 PSs	good practice cases	○	n.a.
Azeta	2.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas April: Start support activities at 40 paurashavas (e.g. organize financial management training for elected representatives and tax assessment training) May: Continue support activities at 40 paurashavas June: Continue support activities at 40 paurashavas (especially of budget formulation)	Visited 2 paurashavas and organized financial management training for elected representatives.	Field visit report	○	n.a.
	2.2	Extracting good practices from follow-up activities (Complete)				
Suginaga	3.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot Paurashavas Apr: None May: Follow-up of pilot Paurashava's activity June: None	Follow-up on WC/TLCC activities	Updated information on WC/TLCC activities	○	n.a.
	3.2	Extracting good practices from follow-up activities (Complete) April: May: June:				
Ido	4.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot Paurashavas April: Conduct follow-up activity on-site or off-site May: Conduct follow-up activity on-site or off-site June: Conduct follow-up activity on-site or off-site	The local consultants continued advising the Paurashavas through e-mail and telephone.	n.a.	△	Follow-up activity will be conducted following the extended trainings for Street and Drainage.
	4.2	Extracting good practices from follow-up activities in master plan, streets and drainage April: Collect good practices from follow-up activities May: Collect good practices from follow-up activities June: Collect good practices from follow-up activities	On-site follow-up activity is temporally suspended in order to prioritize the TOT and extended trainings for Street and Drainage.	n.a.	△	Good practices will be collected during the follow-up activity.

2.2.6 July ~ August 2018

3rd year Progress Report

Phase of strategy implementation：February **2018～September 2018**

(13) Organizing the NSPGI Steering Committee and the NSPGI Implementation Committee (when necessary)

【Mainly responsible persons: Sasao and Asahina】

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 and confirm the progress of Strategy implementation in NSPGI Implementation Committee and also NSPGI Steering Committee July: To organize 2nd NSPGI Steering Committee meeting August: To organize 3rd NSPGI Implementation Committee meeting September: To organize SPGP final seminar	A				■	■						■	■	■						Sasao	Minutes of NSPGI Steering Committee and NSPGI Implementation Committee	○	△				
		P			▨	▨						▨	▨				▨	▨										
2	Disseminate the project information on the project in general by Facebook July-September: Update after trainings/workshops	A		■		■		■		■		■		■							Asahina	Periodic renewal of news in Facebook	○	○				
		P		▨		▨		▨		▨		▨		▨		▨		▨		▨								

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

Monthly monitoring

Activities		July				August			
		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Continue discussion and confirm the progress of Strategy implementation in NSPGI Implementation Committee and also NSPGI Steering Committee July: To organize 2nd NSPGI Steering Committee meeting August: To organize 3rd NSPGI Implementation Committee meeting September: To organize SPGP final seminar	2nd NSPGI Steering Committee meeting was organized.	Meeting minute	○	n.a.	Outline of 3rd NSPGI Implementation Committee was agreed. Preparation for the project closing seminar started.	Draft agenda of 3rd NSPGI Implementation Committee and draft project closing seminar	△	To conduct 3rd NSPGI Implementation Committee meeting
2	Disseminate the project information on the project in general by Facebook July-September: Update after trainings/workshops	News on follow-up activities were released in face book.	Released news	○	n.a.	News on follow-up activities were released in face book.	Released news	○	n.a.

3rd year Progress Report

Phase of strategy implementation：**February 2018～September 2018**

(14) Monitoring of LGD Action Plan

【Mainly responsible persons: Sasao】

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	Confirm the progress of LGD Action Plan July: To support LGD in implementing LGD Action Plan including R&R review and HB and training material production August: Ditto September: Ditto	A	■■■■■■	□□□□■■	□□□□□□	Sasao	Monitoring record	○	○				
		P	▨▨▨▨▨▨	▨▨▨▨▨▨	▨▨▨▨▨▨								

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

Monthly monitoring

		July				**August**			
Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Confirm the progress of LGD Action Plan July: To support LGD in implementing LGD Action Plan including R&R review and HB and training material production August: Ditto September: Ditto	Supported LGD in the subjects of Formulation/Modification of legal documents and M&E improvement in LGD Action Plan	Formulation of revised drafts of R&R and conducting extended training in monitoring	○	n.a.	Supported LGD in the subjects of Formulation/Modification of legal documents and M&E improvement in LGD Action Plan Confirmed the situation of ADP disbursement for this year	Formulation of revised drafts of R&R and conducting extended training in monitoring	○	n.a.

3rd year Progress Report
Phase of strategy implementation:February 2018～September 2018
(15) Support to the nation-wide dissemination of Paurashava Action Plan (PAP)
【Persons involved in activities: Sato and Sasao】

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	7	8	9		Mark* 7	8	9	Actual outputs		
Sato and Sasao	1	Monitoring the progress of 7 pilot paurashavas July: To conduct monitoring August: To conduct monitoring September: To conduct monitoring	A	■	■		Monitoring record of PAP	△	△				
			P	▨	▨	▨							
	2	Making a guidance program Complete	A										
			P										
	3	Making a dissemination plan and also a manual for NSPGI Secretariat (Need to make a plan also for the period after SPGP before August, 2018) July: Start making the manual August: Discuss on the manual with stakeholders September: - Conduct a guidance on how to use the manual with proper personnel - Formulate dissemination plan of PAP with stakeholders	A	■	■		Dissemination Plan and NSPGI Implementation manual	○	○				
			P	▨	▨	▨							
	4	Conducting guidance to new paurashavas (total 26 paurashavas) after training stated in “(18) Conducting extended training in subjects such as monitoring of paurashava activities, citizen participation, development plan, implementation of master plan, streets and drainage to 26 paurashavas” July: n.a. August: To conduct a guidance in development plan September: n.a.	A		■		Guidance record	n.a.	○				
			P		▨								
Sato and Sasao	5	Monitoring the progress of PAP implementation of new Paurashavas (including the identification of future responsible monitoring organization/personnel) July: To conduct monitoring August: To conduct monitoring September: To conduct monitoring	A	■	■		Monitoring record of PAP	△	△				
			P	▨	▨	▨							

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

Monthly monitoring

			July				August			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Sato and Sasao	1	Monitoring the progress of 7 pilot paurashavas July: To conduct monitoring August: To conduct monitoring September: To conduct monitoring	3 pilot paurashavas out of 7 pilot paurashavas completed the results of PAPs for 2017-2018 and the targets for 2018-2019.	3 pilot Paurashavas' completed results and new targets	△	To accelerate pilot paurashavas' completion of the PAPs for 2017-2018 including the results for 4th quarter and the targets for 2018-2019.	6 pilot paurashavas out of 7 pilot Paurashavas completed the results of PAPs for 2017-2018 and the targets for 2018-2019. One pilot Paurashava completed only two sheets (Budget Management Improvement and Paurashava Development Plan Preparation) with the results and the targets.	6 pilot Paurashavas' completed results and new targets. One pilot Paurashava' completed two sheets (Budget Management Improvement and Paurashava Development Plan Preparation).	△	To follow up Shaikupa pilot paurashava' completion of results for 4th quarter of 2017-2018 and targets for 2018-2019 regarding "Increase of Own Source Revenue" of PAP.
	2	Making a guidance program Complete								
	3	Making a dissemination plan and also a manual for NSPGI Secretariat (Need to make a plan also for the period after SPGP before August, 2018) July: Start making the manual August: Discuss on the manual with stakeholders September: - Conduct a guidance on how to use the manual with proper personnel - Formulate dissemination plan of PAP with stakeholders	A manual for NSPGI Secretariat was drafted.	The drafted manual for NSPGI Secretariat	○	n.a.	A draft manual for NSPGI Secretariat was revised.	The drafted manual for NSPGI Secretariat	○	n.a.
Sato and Sasao	4	Conducting guidance to new paurashavas (total 26 paurashavas) after training stated in "(18) Conducting extended training in subjects such as monitoring of paurashava activities, citizen participation, development plan, implementation of master plan, streets and drainage to 26 paurashavas" July: n.a. August: To conduct a guidance in development plan September: n.a.	n.a.	n.a.	n.a.	n.a.	The 13 remaining Paurashavas received the PAP guidance on Development Planning.	Completion of guidance to the 13 remaining paurashavas	○	n.a.
	5	Monitoring the progress of PAP implementation of new paurashavas (including the identification of future responsible monitoring organization/personnel) July: To conduct monitoring August: To conduct monitoring September: To conduct monitoring	New Paurasahavas started to prepare the PAPs for 2018-2019.	Few Paurashava submitted three sheets of 4Q results of PAP for 2017-2018 and of the PAP for 2018-2019.	△	To provide necessary instructions for new Paurashavas and to accelerate completion of the PAPs for 2018-2019	16 new Paurashavas submitted PAPs for 2018/2019.	16 new Paurashavas' completed new targets.	△	To provide necessary instructions continuously for new Paurashavas and to accelerate completion of the PAPs for 2018-2019

3rd year Progress Report
Phase of strategy implementation：February 2018～September 2018
(16) Trial of establishing system for the follow-up in the entire nation in financial subjects
【Mainly responsible persons: Azeta and Sasao】

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	To try to establish a system for the follow-up in the entire nation in financial subjects, based on the follow-up activities undertaken in finance July: Continue support activities at 40 paurashavas (especially of accounting) and carry out the preparation works for the financial management for DLG / DDLG August:Continue support activities at 40 paurashavas (especially of accounting), organize financial management training for DLG / DDLG and make a plan for study group meetings / information sharing sessions for pilot and surrounding paurashavas. September: Continue support activities at 40 paurashavas and try to organize study group meetings / information sharing sessions for pilot and surrounding paurashavas.	A	■	■		Azeta and Sasao	Framework to conduct follow-up activities after training	○	○				
		P	▨	▨	▨								

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

Monthly monitoring

		July				**August**			
Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	To try to establish a system for the follow-up in the entire nation in financial subjects, based on the follow-up activities undertaken in finance July: Continue support activities at 40 paurashavas (especially of accounting) and carry out the preparation works for the financial management for DLG / DDLG August:Continue support activities at 40 paurashavas (especially of accounting), organize financial management training for DLG / DDLG and make a plan for study group meetings / information sharing sessions for pilot and surrounding paurashavas.	Visited one paurashava and organized financial management training for elected representatives and made phone calls to more pilot paurashavas to give instructions on accounting procedures. Prepared training materials for financial management training for DDLGs with PD. (With regard to study group meetings / information sharing sessions for pilot and surrounding paurashavas, the plan was finally cancelled from the point of view of effectiveness, based on the LGD's decision. But originally DLG/DDLG training was not planned. So the entire progress is still OK.)	Field visit report Training material for financial management training for DDLGs	○	n.a.	Made phone calls to paurashavas to give instructions on accounting procedures. Conducted financial management training for DLG / DDLGs (1st Batch).	Field visit report Training report	○	n.a.

3rd year Progress Report

Phase of strategy implementation: February 2018～September 2018

(17) Review of R&R

【Persons involved in activities: Sasao】

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	7	8	9		Mark*			Actual outputs		
								7	8	9			
Sasao	1	Completion of detailed activity plan including the TOR of responsible consultants	A										
		Complete	P										
	2	Completion of detailed activity plan including the TOR of responsible consultants	A										
		Complete	P										
	3	Draft making for revision and addition to R&R (draft)	A	■	■		Draft of revised and new R&R (Completion of total 26 items of R&R)	○	○				
		July: To continue producing revised or added R&Rs according to the Roadmap August: Ditto September: Ditto	P	▨	▨	▨							

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

Monthly monitoring

			July				August			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Sasao	1	Completion of detailed activity plan including the TOR of responsible consultants Complete								
	2	Completion of detailed activity plan including the TOR of responsible consultants Complete								
	3	Draft making for revision and addition to R&R (draft) July: To continue producing revised or added R&Rs according to the Roadmap August: Ditto September: Ditto	Continued producing revised or added R&Rs according to the Roadmap	As at August 1, total 20 2nd drafts of R&R out of 26 were formulated.	○	n.a.	Continued producing revised or added R&Rs according to the Roadmap	As at August 30, total 23 2nd drafts of R&R out of 26 were formulated.	○	To finalize all the 26 draft of R&Rs

3rd year Progress Report

Phase of strategy implementation：**February 2018～September 2018**

(18) Conducting extended training and monitoring of implementation of Detailed Training Plan (DTP)

【Persons involved in activities: Fusamae, Suginaga, Ido and Sasao】

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	7	8	9		Mark*			Actual outputs		
								7	8	9			
Fusamae	1	Conducting extended training in development plan (including preparation) July: Implementation of training of the last batch August: None September: None	A	■			Training reports	○	n.a.				
			P	▨									
	2	Conducting extended training in monitoring of paurashava activities (including preparation) July: Implementation of training August: None September: None	A	■	■		Training reports	○	○				
			P	▨	▨								
Suginaga	3	1. Conducting extended training in citizen participation (including preparation) (Completed) 2. Monitor the progress for the Paurashavas of extended training July: Monitor the progress for the Paurashavas of extended training August, September: none	A	■			Updated record of activity progress	○	n.a.		Updated record of activity progress	n.a	n.a
			P	▨									

【Persons involved in activities: Fusamae, Suginaga, Ido and Sasao】

Person in Charge	Progress of activities						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			
Ido	4	Conducting a training for improvement of handbook on master plan implementation (including preparation) (Complete)	A	□□□□□□	□□□□□□	□□□□□□	Training record	n.a.	n.a.				
			P	□□□□□□	□□□□□□	□□□□□□							
	5	Conducting extended training on streets (including preparation) July: Prepare and conduct extended trainings on streets August: n.a. September: n.a.	A	■■■■■■	□□□□□□	□□□□□□	Training record	○	n.a.		Training record	n.a.	
			P	▨▨▨▨▨▨	□□□□□□	□□□□□□							
	6	Conducting extended training on drainage (including preparation) July: Prepare and conduct extended trainings on drainage August: Prepare and conduct extended trainings on drainage September: n.a.	A	■■■■■■	■■■■■■	□□□□□□	Training record	○	△				
			P	▨▨▨▨▨▨	▨▨▨□□□	□□□□□□							
Sasao	7	Monitoring of the progress of DTP July: To confirm the approval of DTP of NILG and LGED and to monitor the progress of extended training August: To monitor the progress of extended training September: n.a.	A	■■■■■■	□□□□■■	■□□□□□	Monitoring record	○	○				
			P	▨▨▨▨▨▨	▨▨▨▨▨▨	□□□□□□							

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

Monthly monitoring

Person in Charge	Activities		July				August			
			Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1	Conducting extended training in development plan (including preparation) July: Implementation of training of the last batch August: None September: None	Implemented training of the last batch	None	○	n.a.	n. a.	n.a.	n.a.	n.a.
	2	Conducting extended training in monitoring of paurashava activities (including preparation) July: Implementation of training August: None September: None	Implemented training of 3 batches	None	○	n.a.	Implemented training of the last batch	Training report	○	n.a.
Suginaga	3	1. Conducting extended training in citizen participation (including preparation) (Completed) 2. Monitor the progress for the Paurashavas of extended training July: Monitor the progress for the Paurashavas of extended training August, September: none	The progress of WC/TLCC activities were checked after the extended training and 2 Paurashavas were visited.	Updated record of activity progress	○	n.a.	n.a	n.a	n.a	n.a.

			July				August			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Ido	4	Conducting a training for improvement of handbook on master plan implementation (including preparation) Complete	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	5	Conducting extended training on streets (including preparation) July: Prepare and conduct extended trainings on streets August: n.a. September: n.a.	Prepared and conducted 2 batches of extended trainings	Training record	○	n.a.	Completed in July	n.a.	n.a.	n.a.
	6	Conducting extended training on drainage (including preparation) July: Prepare and conduct extended trainings on drainage August: Prepare and conduct extended trainings on drainage September: n.a.	Prepared and conducted the 1st batch of extended trainings	Training record	○	n.a.	Conducted 1st batch of Training. However, 2nd batch of Training was postponed due to security problem in the country.	Training record	△	To conduct 2nd batch training in the first week of September 2018.
Sasao	7	Monitoring of the progress of DTP July: To confirm the approval of DTP of NILG and LGED and to monitor the progress of extended training August: To monitor the progress of extended training September: n.a.	DTPs of NILG and LGED was approved in 2nd NSPGI Steering Committee. Conducted monitoring of the extended training by SPGP.	The approval of DTP of NILG and LGED	○	n.a.	Monitored the progress of extended training	n.a.	○	n.a.

3rd year Progress Report
Phase of strategy implementation：February 2018～September 2018
(19) Finalization and authorization of all the produced handbooks
【Persons involved in activities: Fusamae and 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	7	8	9		Mark*			Actual outputs		
			Plan					7	8	9			
Fusamae	1	Follow-up in monitoring paurashava activities for the purpose of handbook finalization July: None August: Support activities in pilot PSs September: Support activities in pilot PSs	A				Field visit reports	n.a.	△				
			P		▨	▨							
	2	Finalization and authorization of the orientation training handbook July: none August: none September: none	A				Authorized handbook	n.a.	n.a.				
			P										
	3	Revision of operational handbook of monitoring paurashava activities Complete	A				Final draft handbook						
			P										
	4	Finalization and authorization of the handbook of development plan July: none August: none September: none	A				Authorized handbook	n.a.	n.a.				
			P										
	5	Finalization and authorization of the handbook of monitoring paurashava activities July: none August: none September: none	A				Authorized handbook	n.a.	n.a.				
			P										

【Persons involved in activities: Fusamae and 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	7	8	9		Mark* 7	Mark* 8	Mark* 9	Actual outputs		
Ido	6	Finalization and authorization of streets July: Start the handbook review session by LGD August: Finalize the handbook based on the feedback from the review session September: n.a.	A	■■■■■■	■■■		Authorized operational handbook of streets	○	○		Authorized operational handbook of streets	n.a.	
			P	▨▨▨▨▨▨	▨▨▨▨▨▨								
	7	Finalization and authorization of drainage July: Start the handbook review session by LGD August: Finalize the handbook based on the feedback from the review session September: n.a.	A	■■■■■■	■■■		Authorized operational handbook of drainage	○	○		Authorized operational handbook of drainage	n.a.	
			P	▨▨▨▨▨▨	▨▨▨▨▨▨								
	8	Follow-up in implementation of master plan for the purpose of handbook finalization (Complete)	A				Activity record	n.a.	n.a.				
			P										
	9	Revision of operational handbook of masterplan July: Revise the MPI Handbook August: n.a. September: n.a.	A	■■■			Final draft operational handbook of masterplan	○	n.a.		Authorized operational handbook of masterplan	n.a.	
			P	▨▨▨▨▨▨									
	10	Finalization and authorization of the handbook of masterplan July: Start the handbook review session by LGD August: Finalize the handbook based on the feedback from the review session September: n.a.	A	■■■■■■	■■■		Final draft operational handbook of masterplan	○	○		Authorized operational handbook of masterplan	n.a.	
			P	▨▨▨▨▨▨	▨▨▨▨▨▨								

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

Monthly monitoring

Person in Charge		Activities	July				August			
			Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1	Follow-up in monitoring paurashava activities for the purpose of handbook finalization July: none August: Support activities in pilot PSs September: Support activities in pilot PSs	n.a.	n.a.	n.a.	n.a.	None	None	△	Visit a few pilot Paurashavas for follow-up in early next month.
	2	Finalization and authorization of the orientation training handbook July: none August: none September: none	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	3	Revision of operational handbook of monitoring paurashava activities Complete								
	4	Finalization and authorization of the handbook of development plan July: none August: none September: none	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	5	Finalization and authorization of the handbook of monitoring paurashava activities July: none August: none September: none	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

			July				**August**			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Ido	6	Finalization and authorization of streets July: Start the handbook review session by LGD August: Finalize the handbook based on the feedback from the review session September: n.a.	Completed the handbook review. The handbook is being revised to finalize.	Handbook under finalization	○	n.a.	The handbook was authorized by LGD.	Authorized operational handbook of streets	○	n.a.
	7	Finalization and authorization of drainage July: Start the handbook review session by LGD August: Finalize the handbook based on the feedback from the review session September: n.a.	Completed the handbook review. The handbook is being revised to finalize.	Handbook under finalization	○	n.a.	The handbook was authorized by LGD.	Authorized operational handbook of drainage	○	n.a.
	8	Follow-up in implementation of master plan for the purpose of handbook finalization (Complete)	n.a.	n.a.	n.a.	n.a.	Completed in July	n.a.	n.a.	n.a.
	9	Revision of operational handbook of masterplan July: Revise the MPI Handbook August: n.a. September: n.a.	Completed the revision of handbook for the review session.	Revised handbook	○	n.a.	n.a.	n.a.	n.a.	n.a.
	10	Finalization and authorization of the handbook of masterplan July: Start the handbook review session by LGD August: Finalize the handbook based on the feedback from the review session September: n.a.	Completed the handbook review. The handbook is being revised to finalize.	Handbook under fin	○	n.a.	The handbook was authorized by LGD.	Authorized operational handbook of masterplan	○	n.a.

3rd year Progress Report

Phase of strategy implementation：**February 2018～September 2018**

(20) Follow-up activities in training subjects for Paurashavas' performance improvement in pilot Paurashavas

【Persons involved in activities: Fusamae, Azeta, Suginaga and 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	7	8	9		Mark*			Actual outputs		
			Plan					7	8	9			
Fusamae	1.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas July-September: See 19-1	A										
			P										
	1.2	Extracting good practices from follow-up activities July: Compilation of good practice reports August: Compilation of good practice reports September: None	A	■	■		Collected good practices	○	○		good practice reports		
			P	▨	▨								
Azeta	2.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas July: Continue support activities at 40 paurashavas (especially of accounting) August: Continue support activities at 40 paurashavas (especially of accounting) September: Wrap-up the follow-up activities and review the improvements at Paurashavas.	A	■	■		Follow-up progress report	○	○				
			P	▨	▨	▨							
	2.2	Extracting good practices from follow-up activities (Complete)	A				Collected good practices						
			P										

【Persons involved in activities: Fusamae, Azeta, Suginaga and 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	7	8	9		Mark* 7	8	9	Actual outputs		
Suginaga	3.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas July: n.a. August: Follow-up activities for pilot Paurashavas September: n.a.	A		■		Updated record of activity progress	n.a.	○		Updated information is collected.		
			P		▨								
	3.2	Extracting good practices from follow-up activities (Complete)	A				Collected good practices						
			P										
Ido	4.1	Follow-up activities in master plan, streets and drainage for Paurashavas' performance improvement in pilot Paurashavas July: Conduct follow-up activity on-site or off-site August: Conduct follow-up activity on-site or off-site September: Conduct follow-up activity on-site or off-site	A	■	■		Activity record	○	○		Activity record	n.a.	
			P	▨	▨	▨							
	4.2	Extracting good practices from follow-up activities in master plan, streets and drainage July: Collect good practices from follow-up activities August: Collect good practices from follow-up activities September: Collect good practices from follow-up activities	A	■	■		Collected good practices	○	○		Collected good practices	n.a.	
			P	▨	▨	▨							

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

Monthly monitoring

			July				August			
Person in Charge	Activities		Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas July-September: See 19-1								
	1.2	Extracting good practices from follow-up activities July: Compilation of good practice reports August: Compilation of good practice reports September: none	Worked on compilation good practice reports (in progress)	none	○	n.a.	Compiled good practice reports	good practice reports	○	n.a.
Azeta	2.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas July: Continue support activities at 40 paurashavas (especially of accounting) August: Continue support activities at 40 paurashavas (especially of accounting) September: Wrap-up the follow-up activities and review the improvements at Paurashavas.	Visited one paurashava and organized financial management training for elected representatives. Also made phone calls to more pilot paurashavas to give instructions on accounting procedures.	Field visit report	○	n.a.	Also made phone calls to more pilot paurashavas to give instructions on accounting procedures.	Follow-up progress report	○	n.a.
	2.2	Extracting good practices from follow-up activities (Complete)								

Person in Charge		Activities	July				August			
			Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of month		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Suginaga	3.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot paurashavas July: n.a. August: Follow-up activities for pilot Paurashavas September: n.a.	n.a.	n.a.	n.a.	n.a.	Updated information is collected.	Updated information	○	n.a.
	3.2	Extracting good practices from follow-up activities (Complete)								
Ido	4.1	Follow-up activities in training subjects for Paurashavas' performance improvement in pilot Paurashavas July: Conduct follow-up activity on-site or off-site August: Conduct follow-up activity on-site or off-site September: Conduct follow-up activity on-site or off-site	Conducted field visit to Kanaighat Paurashava, and off-site follow-up activity for other Paurashavas.	Activity record	○	n.a.	Conducted field visit to Bakerganj Paurashava, and off-site follow-up activity for other Paurashavas.	Activity record	○	n.a.
	4.2	Extracting good practices from follow-up activities in master plan, streets and drainage July: Collect good practices from follow-up activities August: Collect good practices from follow-up activities September: Collect good practices from follow-up activities	Conducted hearing for good practice in Kanaighat Paurashava in the follow-up activity.	Good practice report under preparation	○	n.a.	Tried to collect good practice in Bakerganj Paurashava in the follow-up activity. However could not collected, since they were still following activities leant from the training.	n.a.	○	n.a.

ANNEX 3. Personnel Assignment……………………………………181

3.1 First Year (February 2014 ~ June 2015)..182
3.2 Second Year (July 2015 ~ June 2016)..184
3.3 Thrid Year (July 2016 ~ January 2018)..186
3.4 Extended Period (February ~ October 2018)..188

3.1 First Year (February 2014 ~ June 2015)

1. Overseas activities

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

2. Domestic activities

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

Sub-total	Plan	203	10.15
	Result	235	11.78

Legend: ■ Result: Overseas □ Result: Domestic ▬ By company expense ▨ Plan

Grand total	Plan	53.69
	Result	53.69

3.2 Second Year (July 2015 ~ June 2016)

1． Field

Name	Grade		Travel	2015						2016							Day	MM
Position				7	8	9	10	11	12	1	2	3	4	5	6	7	Total	Total
Ryujiro Sasao	2	Plan	9		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	5		13		20		21	18		18					90	3.00
Strengthening Paurashava Governance Strategy 1		Result			8/1 8/13 (13)	(0)	10/17 10/31 (15)	11/1 11/6 (6)	12/15 12/29 (15)	(0)	(0)	3/8 3/26 (19)	4/5 4/26 (22)	(0)	(0)	(0)	90	3.00
Rie Fusamae	2,3	Plan	6		29	8	23	10	11	14		5	28	11	17		156	5.20
Development Planning		Result			8/3 8/31	9/1-4 9/27-	10/1 10/19	11/28 11/30	12/1 12/19	1/11 1/27		3/5 3/31	4/1 4/19-	5/6 5/27-	6/1 6/10		Grade 2 141	Grade 2 4.70
					Grade 2 (29) Grade 3	Grade 2 (8) Grade 3	Grade 2 (19) Grade 3	Grade 2 (3) Grade 3	Grade 2 (16) Grade 3 (3)	Grade 2 (14) Grade 3 (3)	Grade 2 (0) Grade 3	Grade 2 (24) Grade 3 (3)	Grade 2 (13) Grade 3	Grade 2 (9) Grade 3 (2)	Grade 2 (6) Grade 3 (4)	Grade 2 Grade 3	Grade 3 15	Grade 3 0.50
Hirofumi Azeta	3	Plan	6			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	4				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	2							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, (6)	6/1 6/10 (10)	(0)	45	1.50
Yoshinaga Nakamura	5	Plan	6		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 Chief Adviser	2	Plan															0	0.00
		Result															0	0.00
Atuo Sato Strengthening Paurashava Governance Strategy 1	2	Plan															0	0.00
		Result															0	0.00
Rie Fusamae Development Planning	2	Plan															0	0.00
		Result															0	0.00
Hirofumi Azeta Financial Management 2	3	Plan															0	0.00
		Result															0	0.00
Megumi Matoba Community Development	3	Plan				6											6	0.30
		Result			8/9、10、11 (3)	9/9、14、15 (3)											6	0.30
Ryujiro Sasao Local Governance Analysis／Japan Training Planning	3	Plan								17	20						37	1.85
		Result							12/15,18,21,22,24 (5)	1/5,6,7,28,29 (5)	2/1,2,4,25,26 (5)	3/24,25,29,30,31 (5)	4/1, 5, 7 (3)	5/14 5/21 (8)	6/1 6/6 (6)		37	1.85
Mayumi Togawa Japan Training Coordinator	5	Plan									28						28	1.40
		Result									2/1 2/2 (2)	3/28,29,30 (3)	4/6, 25, 26, 27, 28 (5)	5/6, 9-13,15-20, 23,26,27,30,31 (17)	6/1 (1)		28	1.40
Yoshinaga Nakamura Training Planning／Sensitization ／	5	Plan															0	0.00
		Result															0	0.00

Sub-total (Home)	Plan	71	3.55
	Result	71	3.55

■ Field　□ Home

Total	Plan	30.88
	Result	30.88

3.3 Thrid Year (July 2016 ~ January 2018)

1．Field

Name Position	Grade		Travel	2016						2017												2018	Day	MM
				7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	Total	Total
Ryujiro Sasao	2	Plan	18							(7)	(13)		14	12	(2)		(11)	(14)	(11)	(14)	(7)	(12)	117	3.90
Chief Advisor		Result								1/25 1/31 (7)	2/3, 2/15-2/24 (13)		4/1 4/14 14	5/20 5/31 12	6/1 6/2 (2)		8/1 8/11 (11)	9/9 9/22 (14)	10/10 10/20 (11)	11/11 11/24 (14)	12/12 12/18 (7)	1/6 1/17 (12)	117	3.90
Ryujiro Sasao	5	Plan	0																		7		7	0.23
Chief Advisor		Result																			12/19 12/25 (7)		7	0.23
Atsuo Sato	2	Plan	9										7	10		(3)	10	1	11		12	(13)	67	2.23
Strengthening Paurashava Governance Strategy 1		Result											4/8 4/14 7	5/16 5/25 10		7/29 7/31 (3)	8/1 8/10 10	9/30 1	10/1 10/11 11		12/3 12/14 12	1/6 1/18 (13)	67	2.23
Rie Fusamae	2	Plan	9								(12)		(14)	(14)		(14)		(14)		(14)			82	2.73
Development Plan		Result									2/13 2/24 (12)		4/1 4/14 (14)	5/13 5/26 (14)		7/15 7/28 (14)		9/16 9/29 (14)		11/11 11/24 (14)			82	2.73
Hirofumi Azeta	3	Plan	9											13		(11)	(4)	(8)	(8)	8			52	1.73
Financial Management 2		Result												5/7 5/19 13		7/21 7/31 (11)	8/1 8/4 (4)	9/15 9/22 (8)	10/20 10/27 (8)	11/17 11/24 8			52	1.73
Masahiko Suginaga	3	Plan	5								(12)					(13)							25	0.83
Community Development 1		Result									2/11 2/22 (12)					7/9 7/21 (13)							25	0.83
Masahiko Suginaga	5	Plan	0																11	3			14	0.47
Community Development 1		Result																	10/21 10/31 (11)	11/1 11/3 (3)			14	0.47
Masaharu Ido	3	Plan	9							(7)	(3)		8			(7)	(7)	(11)	(8)				51	1.70
Community Development 2		Result								1/25 1/31 (7)	2/1 2/3 (3)		4/4 4/11 8			7/15 7/21 (7)	8/19 8/25 (7)	9/5 9/15 (11)	10/13 10/20 (8)				51	1.70
Masaharu Ido	5	Plan	0																3			10	13	0.43
Community Development 2		Result																	10/10 10/12 (3)			1/22 1/31 (10)	13	0.43
Yoshinaga Nakamura	5	Plan	9							(7)	(3)		7			(14)		(8)	(6)			(7)	52	1.73
Training Planning/Sensitization/ Coordinator		Result								1/25 1/31 (7)	2/1 2/3 (3)		4/8 4/14 7			7/8 7/21 (14)		9/23 9/30 (8)	10/1 10/6 (6)			1/15 1/21 (7)	52	1.73
																						Sub-total	480	15.98
																							480	15.98

２．Home

Ryujiro Sasao	2	Plan	18		12.00	6.00	12.00	12.00	10.00	8.00		8.00										2.00	70	2.33
Chief Advisor		Result			8/8,9,10, 15,16,17,18, 23,24,25, 29,30 (12.00)	9/5, 6, 12, 13, 20, 21 (6.00)	10/12,13, 10/17-21, 10/24-28 (12.00)	11/7,8,9,10,14,15,16, 21,22,28,29,30 (12.00)	12/1,2,5,6,12,14,19,20,21,22 (10.00)	1/6,10,12,13,16,17,18,20 (8.00)		3/1,2,6,7,13,14,21,22 (8.00)										1/23 1/24 (2.00)	70	2.33
Atsuo Sato	2	Plan	9									(5.00)	7.00	4.00	4.00						4.00		24	0.80
Strengthening Paurashava Governance Strategy 1		Result										3/27 3/31 (5.00)	4/3-4, 4/17-21 7.00	5/8 5/11 4.00	6/5 6/8 4.00						12/1,25-27 4.00		24	0.80
Atsuo Sato	5	Plan	0													5.00	3.00						8	0.27
Strengthening Paurashava Governance Strategy 1		Result														7/24 7/28 (5.00)	8/16 8/18 (3.00)						8	0.27
Rie Fusamae	2	Plan	9		(7.00)	(11.00)	(18.00)	(4.00)	(6.00)	(8.00)		(6.00)									(3.00)	(4.00)	67	2.23
Development Planning		Result			8/22,23,25,26,29-31 (7.00)	9/1,2,5,6,9,13-16,20,21 (11.00)	0/3-7,11-14,17-21,24-26, 2 (18.00)	11/7,8,21,22 (4.00)	12/1,19,21,22,26,27 (6.00)	1/16,18,23-26,30,31 (8.00)		3/15-17, 21-23 (6.00)									12/1, 26,27 (3.00)	1/9-10, 1/30-31 (4.00)	67	2.23
Hirofumi Azeta	3	Plan	9		(8.00)	(6.00)		(6.00)	(4.00)	(2.00)	(2.00)	(2.00)	(1.00)							(3.00)	(3.00)		37	1.23
Financial Management 2		Result			8/2-5,15-17,19 (8.00)	9/2,5-9 (6.00)		11/22,24-25, 28-30 (6.00)	12/12-15 (4.00)	1/5-6 (2.00)	2/2 -3 (2.00)	3/13-14 (2.00)	4/12 (1.00)							11/28 11/30 (3.00)	12/21,22,25 (2.80)		37	1.23
Masahiko Suginaga	3	Plan	5				(4.00)				(6.00)										(6.00)		16	0.53
Community Development 1		Result					10/24-27 (4.00)				2/1,2,3,23,24,27 (6.00)										12/11-15,25 (6.00)		16	0.53
Masahiko Suginaga	5	Plan	0									6.00			4.00	4.00							14	0.47
Community Development 1		Result										3/7,8,9,14,15,16 (6.00)			6/19-22 (4.00)	7/24 7/27 (4.00)							14	0.47
Masaharu Ido	3	Plan	9							6.00	8.00									4.00	4.00		22	0.73
Community Development 2		Result								1/16-19, 23, 24 (6.00)	2/6-8, 16, 20-23 (8.00)									11/7,8,27,28 (4.00)	12/22,25,26,27 (4.00)		22	0.73
Masaharu Ido	5	Plan	0									(14.00)											14	0.47
Community Development 2		Result										3/1-3, 7-9, 22-24, 27-31 (14.00)											14	0.47
Ryujiro Sasao	3	Plan	0									3.00		6.00	14.00	7.00							30	1.00
Local Governance Analysis/ Japan Training Planning		Result							12/7 (1.00)			3/17,29 (2.00)	4/24,26 (2.00)	5/1,2,8,9,12,15 (6.00)	6/5-7, 26-28 (6.00)	7/18,19,20, 23, 24, 25, 26, 27, 28 (9.00)	8/16,17,28,29 (4.00)						30	1.00
Mayumi Togawa/ Yumi Yamaguchi	5	Plan	0												14.00	10.00	4.00						28	0.93
Japan Training Coordinator		Result							12/22 (1.00)					5/12,15 (2.00)	6/13,14,20,21,22 (5.00)	7/10-14,19-21,23-29 (15.00)	8/8,22,23 (3.00)	9/19 9/20 (2.00)					28	0.93
Yoshinaga Nakamura	5	Plan	9			6.00	2.00	1.90	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	38	1.26
Training Planning/ Sensitization/ Coordinator		Result				9/1,2,8,9,15,1 (6.00)	10/27 10/28 (2.00)	11/29 11/30 (1.90)	12/26 12/27 (2.00)	1/23 1/24 (2.00)	2/6 2/7 (2.00)	3/30 3/31 (2.00)	4/27 4/28 (2.00)	5/1 5/2 (2.00)	6/21 6/22 (2.00)	7/23-29（自社）,30,31 (2.00)	8/3 8/4 (2.00)	9/20 9/21 (2.00)	10/10 10/11 (2.00)	11/9 11/10 (2.00)	12/20 12/21 (2.00)	1/30 1/31 (2.00)	38	1.26
																						Sub-total	367.90	12.25
																							367.70	12.25

3.4 Extended Period (February ~ October 2018)

1. Field

Name Position	Grade		Travel	2018 2	3	4	5	6	7	8	9	10	11	12	Day Total	MM Total
Ryujiro Sasao Chief Advisor	2	Plan	18	■ 14	■ 14	■ 14	■ 14	■ 14	■ 14	■ 14	■ 14				112	3.73
		Result		2/10 2/23 ■ (14)	3/10 3/23 ■ 14	4/7 4/20 ■ 14	5/12 5/25 ■ 14	6/19 6/30 ■ 12	7/1,2 7/14-27 ■ 2 14	8/25 8/31 ■ 7	7 ■ 7	(7)			112	3.73
Ryujiro Sasao Chief Advisor	5	Plan	0												0	0.00
		Result													0	0.00
Atsuo Sato Strengthening Paurashava Governance Strategy 1	2	Plan	9		■ 14		■ 14		■ 14						42	1.40
		Result			3/3 3/16 ■ (14)		5/19 5/31 ■ (13)	6/1 (1)		8/18 8/31 ■ (14)					42	1.40
Rie Fusamae Development Plan	2	Plan	9		■ 14		■ 14		■ 14						42	1.40
		Result			3/31 ■ (1)	4/6 (6)	5/5 5/11 ■ (7)		7/23 7/31 ■ (9)	8/1-5 8/28-31 ■ (9)	(10)				42	1.40
Hirofumi Azeta Financial Management 2	3	Plan	9	■ 14	■ 7	■ 7			■ 14						42	1.40
		Result		2/10 2/23 ■ (14)		4/21 4/27 ■ (7)			7/7-7/13 7/28-7/31 ■ ■ (7) (4)	7/28 8/10 (10)					42	1.40
Masahiko Suginaga Community Development 1	3	Plan	5		■ 14	■ 14			■ 7						35	1.17
		Result			3/21 3/29 ■ (9)	4/14 4/27 ■ (14)			■ (12)						35	1.17
Masahiko Suginaga Community Development 1	5	Plan	0												0	0.00
		Result													0	0.00
Masaharu Ido Community Development 2	3	Plan	9			■ 14			■ 14	■ 14					42	1.40
		Result							7/7 7/20 ■ (14)	8/4 8/17 ■ (14)	■ (14)				42	1.40
Masaharu Ido Community Development 2	5	Plan	0	■ 1											1	0.03
		Result		2/1 2/1 ■ (1)											1	0.03
Yoshinaga Nakamura Training Planning/Sensitization/ Coordinator	5	Plan	9	■ (7)		■ 7									14	0.47
		Result		2/24 2/28 ■ (5)	3/1 3/2 (2)	4/14 4/20 ■ 7									14	0.47
Chizuru Asahina Training Planning/Sensitization/ Coordinator	5	Plan	3			■ 14		■ 14		■ 14		■ 6			48	1.60
		Result				4/14 4/27 ■ 14		6/2 6/8 ■ 7		8/4 8/10 ■ 7	(14) ■	(6)			48	1.60
														Sub-total	378 378	12.60 12.60

２. Home

Ryujiro Sasao	2	Plan	18									□ 5			5	0.25
Chief Advisor		Result									□ (5)				5	0.25
Atsuo Sato	2	Plan	9	□ 3.00		□ 3.00					□ 6				12	0.60
Strengthening Paurashava Governance Strategy 1		Result		2/5,6,7 □ 3.00			5/16 5/18 □ (3)			8/1-3,6-8 □ (6)					12	0.60
Atsuo Sato	5	Plan	0												0	0.00
Strengthening Paurashava Governance Strategy 1		Result													0	0.00
Rie Fusamae	2	Plan	9	(7.00)							□ 5				12	0.60
Development Planning		Result		2/13-14, 19-23 □ (7.00)							□ (5)				12	0.60
Hirofumi Azeta	3	Plan	9								□ 5.0				5.0	0.25
Financial Management 2		Result							7/18,19 □ (2)	8/28-31 □ (3.2)					5.0	0.25
Masahiko Suginaga	3	Plan	5								□ 5				5	0.25
Community Development 1		Result								8/3,22-,24,27 □ (5)					5	0.25
Masahiko Suginaga	5	Plan	0												0	0.00
Community Development 1		Result													0	0.00
Masaharu Ido	3	Plan	9								□ 5				5	0.25
Community Development 2		Result								8/20 8/24 □ (5)					5	0.25
Masaharu Ido	5	Plan	0												0	0.00
Community Development 2		Result													0	0.00
Ryujiro Sasao	3	Plan	0												0	0.00
Local Governance Analysis/ Japan Training Planning		Result													0	0.00
Mayumi Togawa/ Yumi Yamaguchi	5	Plan	0												0	0.00
Japan Training Coordinator		Result													0	0.00
Yoshinaga Nakamura	5	Plan	9	□ 5.10											5	0.26
Training Planning/ Sensitization/ Coordinator		Result		2/19 2/23 □ (5.10)											5	0.26
Chizuru Asahina	5	Plan	9								□ 5				5	0.25
Training Planning/Sensitization/ Coordinator		Result									□ (5)				5	0.25
														Sub-total	54.10 54.10	2.71 2.71

ANNEX 4. Record of Acceptance of Trainees………………….………….190

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4.2 Second Year..194
4.3 Third Year..197

4.1 First Year

- List of Trainees

Group no. 1

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

Group no. 2

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

Group no. 3

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

Group no. 4

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

・Training Schedule

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

4.2 Second Year

- List of Participants

Group no. 1

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

Group no. 2

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

Group no. 3

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

Group no. 4

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

・Training Schedule

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

4.3 Third Year

・List of Participants

Serial number	Name of Officers/Mayors
1.	Mr. MD. Mahbub Hossain, Additional Secretary, Local Government Division
2.	Mr. Nozrul Islam Azad, Chief Accountants Officer, Local Government Division
3.	Mr. Shaikh Mahtab Ali Methu, Mayor, Faridpur paurashava, Faridpur
4.	Mr. Mohammad Kashirui Alam, Mayor, Pirganj Pourashava, Thakurgaon
5.	Mr. MD. Shahnewaz, Mayor, Dewanganj Pourashava, Jamalpur
6.	Mr. MD. Hakibur Rahman, Mayor, Haragacha Pourashava, Rangpur
7.	Mr. Akther Hossain Faisal, Mayor, Choumuhoni Pourashava, Noakhali
8.	Mr. Kazi Liakat Ali Leku, Mayor, Gopalganj Pourashava, Gopalganj
9.	Mr. Sheikh Ahammed Hossain Mirza, Mayor, Tungipara Pourashava, Gopalganj
10.	Mr. MD. Atiqur Rahman Mia, Mayor, Muksudpur Pourashava, Gopalganj
11.	Mr. Mohammad Mahabubul Alam, Mayor, Chandanish Pourashava, Chittagong
12.	Mr. Golam Kabir, Mayor, Dhamrai Pourashava, Dhaka
13.	Mr. MD. Abdul Wohab, Mayor, Sujanagar Pourashava, Pabna
14.	Mr. Jahidul Islam Jahid, Mayor, Court Chandpur Pourashava, Jhenaidah
15.	Mr. S.M. Monirul Haque, Mayor, Morrelganj Pourashava, Bagerhat
16.	Mr. M.A. Halim Sikder, Mayor, Gopaldi Pourashava, Narayanganj
17.	Mr. Mohammad Khalilur Rahman, Mayor, Bancharampur Pourashava, Brahmanbaria
18.	Mr. Bipul Chandro Howlader, Mayor, Kalapara Paurashava, Patuakhali
19.	Mr. MD. Awlad Hossain Khan, Mayor, Shibchar Pourashava, Madaripur
20.	Mr. MD Habibur Rahaman, Mayor, Panchbibi Pourashava, Joypurhat
21.	Mr. Kazi Mahmudul Hassan, Mayor, Manirampur Pourashava, Jessore
22.	Mr. MD. Jamal Hossain (Mollah), Mayor, Raypura Pourashava, Narsingdi
23.	Mr. Mohammad Aminur Rashid, Mayor, Monohardi Pourashava, Narsingdi
24.	Mr. A S M Mahbubul Alam, Mayor, Haziganj Paurashava, Chandpur
25.	Mr. Dewan Kamal Ahmed, Mayor, Nilphamari Paurashava, Nilphamari
26.	Mr. Kamal Uddin Khan, Mayor, Mehendiganj Pourashava, Barisal
27.	Mr. Amir Hossain Bahar, Ward Councilor, Feni Pourashava, Feni
28.	Mr. MD. Nizamul Hoque, Ward Councilor, Patuakhali Pourashava, Patuakharli
29.	Mr. Ridwan Chowdhury, Administrative Officer, Ministry of LGRD & Cooperatives Secretariat, Dhaka
30.	Mr. Md. Ali Akbar, Personal Officer, Local Government Division

・Training Schedule

Date	Place	Time	Program details
23-Jul	Narita	17:30	Arrival at Tokyo/Japan
		19:00-22:30	Move to Shizuoka City (Bus)
		22:30-23:30	Briefing at Hotel in Shizuoka
24-Jul	Shizuoka	10:00-11:45	Opening ceremony and orientation
		11:45 – 12:00	Introduction: Outline of Shizuoka city
		12:00 – 12:30	Lecture on SPGP
		14:00 – 15:30	Lecture: System of local governance (Division of roles among central government, prefectures and cities)
25-Jul	Shizuoka	09:30 – 09:50	Courtesy call on the mayor of Shizuoka city
		10:30 – 11:45	Lecture: Local governance and finance (Comprehensive plan of the city, budget formulation and execution)
		11:45 – 13:00	Lunch break
		13:00 – 14:15	Lecture: Coordination between city administration and other sectors (e.g. citizen participation, promotion of private enterprises, coordination among local governments)
		14:45 – 15:45	Visit to the office of Shizuoka city government (Observation of staff's service to citizens)
		18:00 – 20:00	Welcome dinner hosted by local community
26-Jul	Shizuoka	09:00 – 10:00	Visit to the facility related environmental conservation
		10:15 – 11:30	Lecture: Local governance (Environment: Shizuoka city's measures of waste disposal)
		11:30 – 13:30	Lunch break
		13:30 – 14:30	Lecture: Shizuoka city's plan for disaster prevention (including "flood" issue)
		14:30 – 16:00	Visit to the disaster prevention facility
27-Jul	Shizuoka	09:15 – 10:15	Lecture: Agriculture in Shizuoka city
		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 "National Strategy for Paurashava Governance Improvement" formulated in SPGP
		16:00 – 17:00	Wrap-up session
28-Jul	Shizuoka	09:00 – 10:00	Closing ceremony
		10:00 – 14:00	Visit to tourism industry (Mt. Fuji area)
		14:00 – 17:00	Travel to Tokyo
29-Jul	Tokyo	9:30 – 19:00	Tokyo city tour
		22:55	Departure from Tokyo / Japan

ANNEX 5. List of Equipment

List of Property Lending

Name of Project : Strengthening Paurashava Governance Project (Third Year)
Country : Bangladesh
Division in Charge : Industrial Development and Public Policy Department

(As of August, 2018)

Name of Property	Standard, Part Number	Quantity	Purchase Price			Date of Inspection Passed	Location	Current State	Remarks	After Completion of Project: Handover/Return
			Purchase Price	Currency	In Japanese Yen					
Laptop Computer	HP240G2, IntelCore i3 2.40Ghz	1	50,000	BDT	66,650		Project Office	In operation	Settled first year	TBD
Desktop Computer	HP3330MT, Intel Core i5-3470 3.2Ghz	1	60,000	BDT	79,980		Project Office	In operation	Settled first year	TBD
Air Conditioner	General; ASG24A; Outdoor:2 ton Split AC	2	207,290	BDT	276,318		Project Office	In operation	Settled first year	TBD
IPS	SU-Kam; Falcon 800VA Indian (2Hours)	2	90,000	BDT	119,970		Project Office	In operation	Settled first year	TBD
Copy Machine	Xerox WorkCentre 7220/7225 Class Driver	1	450,000	BDT	603,000		Project Office	In operation	Settled first year	TBD
Laptop Computer	HP PROBOOK 450-G2 15, 4GB, 1TB,2GBM (5th Gen)	1	49,500	BDT	80,586		Project Office	In operation	Settled first year	TBD
Air Conditioner	General;ASGA18FMTAA(Indoor): 1.5 ton ,AOGA18FMTAHA(OUTDOOR)	1	83,000	BDT	120,176		Project Office	In operation	Settled second year	TBD
Laptop Computer	HP PROBOOK	5	245,000	BDT	340,822		Pilot Paurashava	In operation		To be handed over to pilot paurashavas
Printer	CANON MF226DN	5	145,000	BDT	201,711		Pilot Paurashava	In operation		To be handed over to pilot paurashavas
Laptop Computer	HP PROBOOK	1	49,000	BDT	68,164		Project Office	In operation		TBD
【Property Lent by JICA】										

ANNEX 6. Record of meetings of such as JCC (Joint Coordinating Committee)……………………………………………………200

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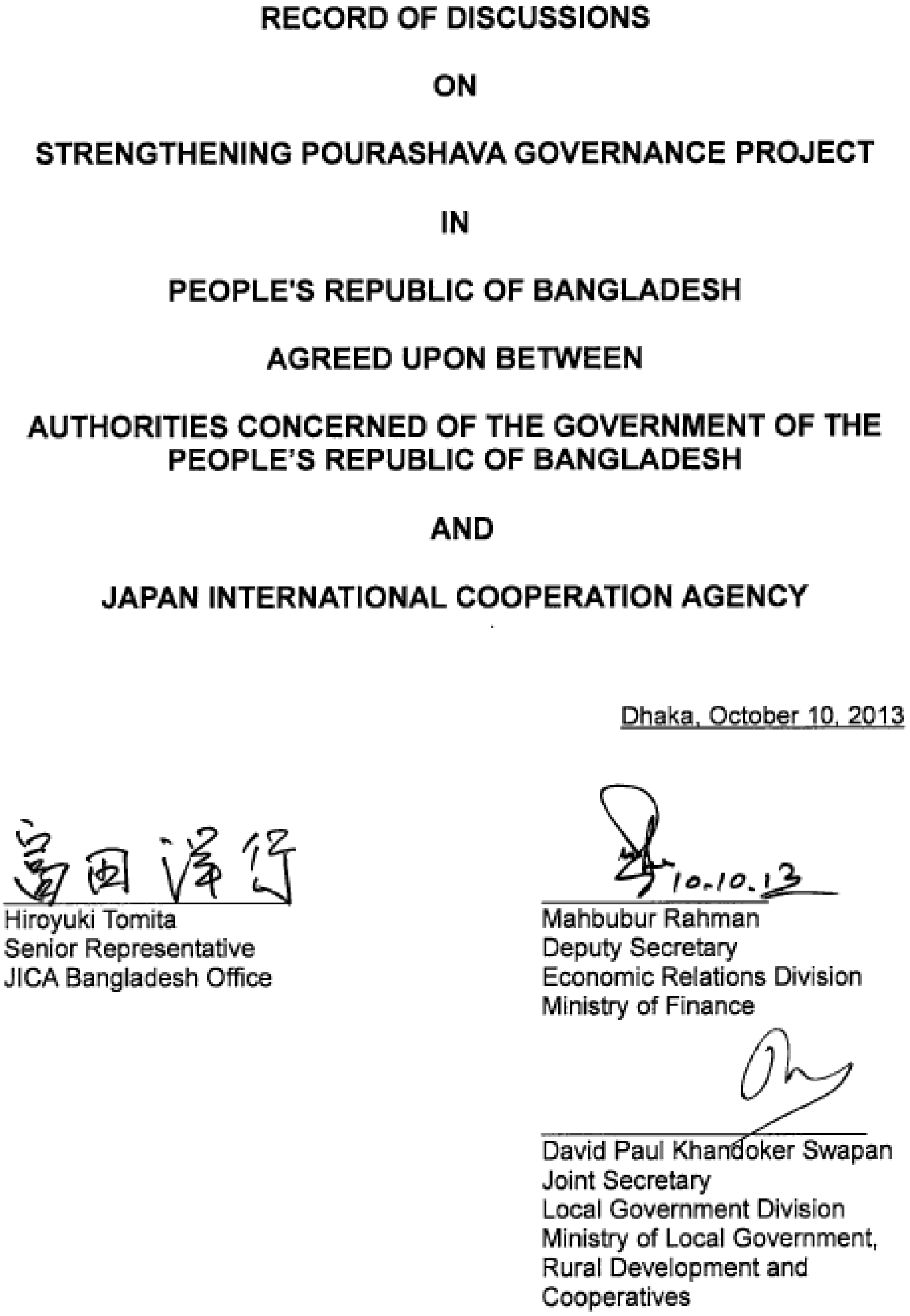
6.8. M/M of 2nd NSPGI Implementation Committee 298

Note: 3rd NSPGI Implementation Committee is expected to be held in late September 2018. There were no minutes produced for 1st NSPGI Steering Committee and 1st Implementation Committee.

6.1. R/D (Record of Discussions) of this project



RECORD OF DISCUSSIONS

ON

STRENGTHENING POURASHAVA GOVERNANCE PROJECT

IN

PEOPLE'S REPUBLIC OF BANGLADESH

AGREED UPON BETWEEN

AUTHORITIES CONCERNED OF THE GOVERNMENT OF THE
PEOPLE'S REPUBLIC OF BANGLADESH

AND

JAPAN INTERNATIONAL COOPERATION AGENCY

Dhaka, October 10, 2013

10.10.13

Hiroyuki Tomita
Senior Representative
JICA Bangladesh Office

Mahbubur Rahman
Deputy Secretary
Economic Relations Division
Ministry of Finance

David Paul Khandoker Swapan
Joint Secretary
Local Government Division
Ministry of Local Government,
Rural Development and
Cooperatives

Based on the minutes of meetings on the Detailed Planning Survey on the Strengthening Pourashava Governance Project (hereinafter referred to as "the Project") signed on 26th June, 2013 between Local Government Division, Ministry of Local Government, Rural Development and Cooperatives (hereinafter referred to as "LGD") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with LGD and relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Both parties also agreed that LGD, the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the People's Republic of Bangladesh.

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on 8 December, 2002 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on 10 August, 2011 between the Government of Japan (hereinafter referred to as "GOJ") and the Government of Bangladesh (hereinafter referred to as "GOB").

Appendix 1: Project Description
Appendix 2: Main Points Discussed

Appendix 1

PROJECT DESCRIPTION

Both parties confirmed that there is no change in the Project Description agreed on in the minutes of meetings on the concerning Preparatory Survey on the Project signed on 26th June 2013 (Appendix 3).

I. BACKGROUND

Population growth rate of urban areas in the People's Republic of Bangladesh (hereinafter referred to as "Bangladesh") has been 2.5% (national average is 1.4%), and it is reported that half of the population will live in the urban areas by 2015. With such rapid urbanization, problems such as declined living conditions, construction of unplanned settlements and traffic networks, and inadequate public services (health and education etc.) grew increasingly apparent. As a result, it is reported that the number of the poor in the urban areas will increase by 1 million people in 2015 to compare with the year of 2008 although the poverty rate in the whole country has been declining.

With the situation above, in the Sixth Five Year Plan (SFYP) (FY2011/12 - FY2015/16), GOB identifies regional disparities as a major concern. In response, the SFYP set a strategic goal to reduce the regional disparities by further developing infrastructure, promoting industrialization, improving agricultural productivity, strengthening local governance by area-based regional development planning system, and thereby vitalizing regional economies.

Pourashavas (municipality) located in rural areas have great potential to grow as nuclei of integrated rural and urban development. Indeed, the SFYP stipulates that Local Government Institutions (LGIs), including *pourashavas*, are "a key instrument to fulfill the Government's goal of bringing services to the doorsteps of the people," and are expected to play "an important role in delivering programs and building public awareness which in turn meet national objectives as well, such as poverty reduction, disaster management, delivery of social protection services, and support for local economic development." However, because of the historical centralized administrative framework of Bangladesh, many of *Pourashavas* have limited capacity of administration, manpower and source of revenue. Moreover, many of staff of *Pourashavas* have inadequate capacity and consciousness as local authorities, and they lack capacity of providing services based on mid-long term strategies or appropriate development plans. Such situation of *Pourashavas* is considered as the bottleneck of achieving poverty reduction and reducing the regional disparity which GOB aims to achieve.

II. OUTLINE OF THE PROJECT

Details of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex 1) and the tentative Plan of Operation (Annex 2).

1. Implementation Structure

The Project organization chart is given in the Annex 3. The roles and assignments of relevant organizations are as follows:

(1) LGD
  (a) Project Director (PD)
    Deputy Secretary, Local Government Division
    Ministry of Local Government, Rural Development and Cooperatives will be responsible for overall administration and implementation of the Project.
  (b) Project Manager (PM)
    The Project Manager will be deputed or hired by the project who will be responsible for management of implementation of the Project.

  (c) Assistant Project Manager (APM)
    Senior Assistant Secretary, Local Government Division, Ministry of LGRD & Cooperatives will be responsible for assisting PM and PD in implementing of day to day project activities.

(2) Partners Institutes (PIs): responsible for taking necessary actions to implement project activities within their organization and provide support for LGD activities.
  (a) National Institute for Local Government (NILG)
  (b) Local Government Engineering Department (LGED)
  (c) Department of Public Health Engineering (DPHE)
  (d) Municipal Association of Bangladesh (MAB)

(3) JICA Experts
The JICA experts will give necessary technical guidance, advice and recommendations to LGD on any matters pertaining to the implementation of the Project.

(4) Joint Coordinating Committee (JCC)
Joint Coordinating Committee (hereinafter referred to as "JCC") will be established in order to facilitate inter-organizational coordination. JCC meeting will be held at least twice a year and whenever deems it necessary. JCC will approve an annual work plan, review overall progress, conduct monitoring and evaluation of the Project, and exchange opinions on major issues that arise during the implementation of the Project. A list of proposed members of JCC is shown in the Annex 4.

(5) Project Management Committee
A cross-functional Project Management Committee (hereinafter referred to as "PMC) will be set up in LGD to facilitate the Project activities. The composition and function of the PMC is as attached in Annex 5.

2. Project Site(s) and Beneficiaries

(1) Primary Project Site: Dhaka and Pilot Pourashavas
(2) Direct Beneficiaries: Citizens of the Pilot Pourashavas, LGD, PIs and Government Officials
(3) Indirect Beneficiaries: all Pourashavas

3. Duration

The duration of the Project will be four (4) years from the date of first arrival of the JICA experts, which would be in November 2013.

4. Reports

Project Director and JICA experts will jointly prepare the following reports in English and send it to LGD and JICA

(1) Progress Report(s) on quarterly basis until the project completion
(2) Project Completion Report at the time of project completion

5. Environmental and Social Considerations

LGD agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF LGD

1. LGD will take necessary measures to:

(1) ensure that the technologies and knowledge acquired by the Bangladesh nationals as a result of Japanese technical cooperation contributes to the economic and social development of Bangladesh, and that the knowledge and experience acquired by the personnel of Bangladesh from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and

(2) grant privileges, exemptions and benefits to the JICA experts referred to in II above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Bangladesh.

2. LGD will take necessary measures to:

(1) provide security-related information as well as measures to ensure the safety of the JICA experts;
(2) permit the JICA experts to enter, leave and sojourn in Bangladesh for the duration of their assignments therein and exempt them from foreign registration requirements and consular fees.
(3) Make provision of Fund in TPP to exempt the JICA experts from taxes and any other charges on the equipment, machinery and other material necessary for the implementation of the Project;
(4) exempt the JICA experts from income tax and charges of any kind

imposed on or in connection with any emoluments or allowances paid to them and/or remitted to them from abroad for their services in connection with the implementation of the Project; and

(5) meet taxes and any other charges on the equipment, machinery and other material, referred to in II above, necessary for the implementation of the Project.

3. GOB will bear claims, if any arises, against the JICA experts resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Project, except when such claims arise from gross negligence or willful misconduct on the part of the JICA experts.

IV. EVALUATION

JICA and LGD will jointly conduct the following evaluations and reviews.

1. Mid-term review at the middle of the cooperation term
2. Terminal evaluation during the last six (6) months of the cooperation term

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. LGD is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, LGD will take appropriate measures to make the Project widely known to the people of Bangladesh.

VI. MUTUAL CONSULTATION

JICA and LGD will consult each other whenever any major issues arise in the course of Project implementation.

VII. AMENDMENTS

If necessary, the record of discussions may be amended by the minutes of meetings between JICA and LGD.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

Annex 1	Logical Framework (Project Design Matrix: PDM)
Annex 2	Tentative Plan of Operation
Annex 3	Project Organization Chart
Annex 4	Composition and Function of Joint Coordinating Committee (JCC)
Annex 5	Composition and Function of the Project Management Committee (PMC)

Annex 1: Logical Framework (Project Design Matrix: PDM)

Project Title: Strengthening Pourashava Governance Project (SPGP) Duration: November 2013 to October 2017 (4 years)
Implementing Agency: Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives Target Group: LGD, training providers for Pourashavas (NILG, LGED, etc.), Pilot Pourashavas
Ver.1 September 2013

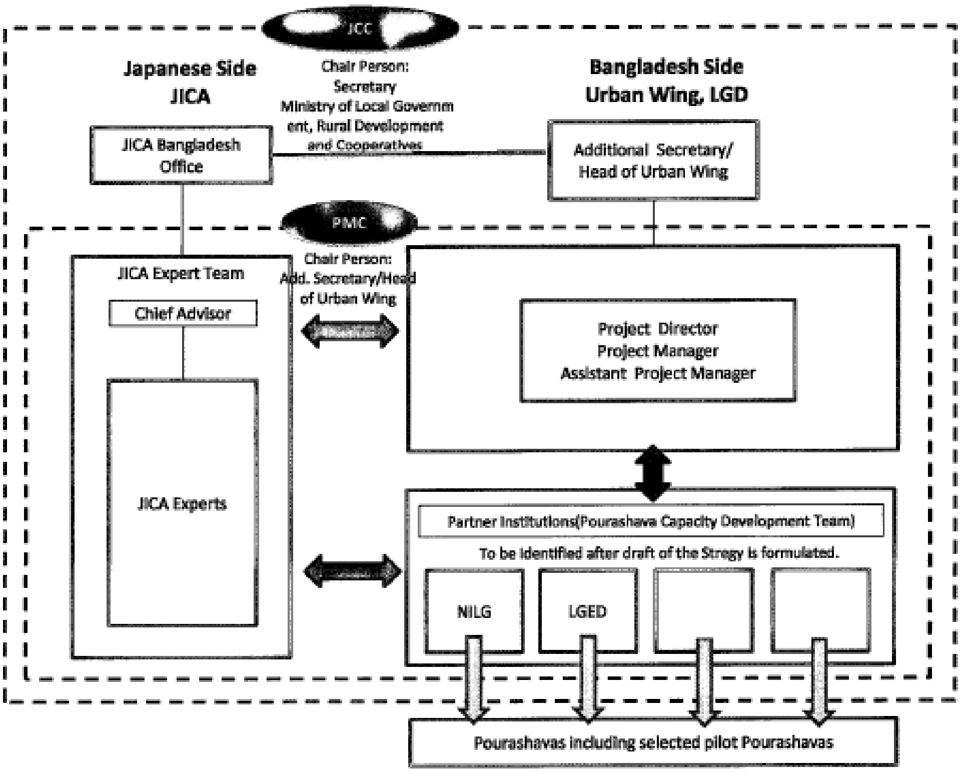
Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
Measures for Pourashava capacity development are taken nation-wide based on the mid-long term strategy	Progress of the implementation plan	Implementation Plan monitoring Report	
	Satisfaction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

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

Annex 2: Tentative Plan of Operation

																					7th Five Year Plan period																												
Year			2014												2015												2016												2017										
Month	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11
Bangladeshi Fiscal Year									2014/15												2015/16												2016/17												2017/18				
Output 1: Development of a mid-long term strategy for Pourashava capacity development and institutional arrangements for its implementation																																																	
1-1. Analyze prescribed and actual roles/responsibilities of Pourashavas, an institutional/policy environment surrounding Pourashavas and challenges facing them.																																																	
1-2. Identify core functions of Pourashavas and priority capacity development needs																																																	
1-3. Develop a training implementation setup in consultation with stakeholders																																																	
1-4. Review the past and ongoing efforts to develop Pourashavas' capacity in performing core functions identified through Activity 1-2.																																																	
1-5. Form a working group consisting of stakeholders for the preparation of a mid-long term strategy for Pourashava capacity development.																																																	
1-6. Develop the draft strategy based on discussions in the working group and in light of feedback from Activity 1-4 as well as capacity development activities in pilot Pourashavas (Activities 3-3 to 3-5).																																																	
1-7. Prepare an implementation plan of the mid-long term strategy.																																																	
1-8. Analyze an institutional/policy environment for Pourashava capacity development and provide necessary support for policy implementation/institutional development to strengthen Pourashavas																																																	
1-9. Provide necessary support to carry out activities based on the implementation plan.																																																	
Output 2: Development of tools and training courses for Pourashava capacity development																																																	
2-1. Review existing manuals and guidelines and the past training programs with regard to core functions of Pourashavas.																																																	
2-2. Develop/revise manuals and guidelines required to perform core functions.																																																	
2-3. Develop/revise training modules using the manuals and the guidelines developed in Activity 2-1.																																																	
2-4. Develop/revise training curriculum and materials.																																																	
2-5. Identify the providers of the training courses developed/revised through Activities 2-2 & 2-3 and conduct TOT.																																																	
2-6. Monitor capacity development support activities in pilot Pourashavas (Activity 3-3 & 3-4) and revise training modules/curriculum/materials based on monitoring results.																																																	
Output 3 Improvement of administrative capacity of pilot Pourashavas																																																	
3-1. Select pilot Pourashavas for capacity development support.																																																	
3-2. Conduct a baseline survey on operational efficiency, managerial capacity and accountability level of pilot Pourashavas.																																																	
3-3. Conduct training using training modules, curricula and materials developed through Activity 2-3 & 2-4.																																																	
3-4. Provide support for pilot Pourashavas to carry out administrative activities with regard to core functions.																																																	
3-5 Analyze the results of pilot activities and experience of other Pourashavas, and identify good practices that can be useful for other Pourashavas.																																																	
3-6 Reflect good practices identified in Activity 3-5 to materials developed in Activity 2-3, and share the practices with all of Pourashavas in Bangladesh																																																	

Annex 3 Project Implementation Structure


JCC
Japanese Side
JICA
Chair Person:
Secretary
Ministry of Local Governm
ent, Rural Development
and Cooperatives
Bangladesh Side
Urban Wing, LGD
JICA Bangladesh Office
Additional Secretary/
Head of Urban Wing
PMC
Chair Person:
Add. Secretary/Head
of Urban Wing
JICA Expert Team
Chief Advisor
JICA Experts
Project Director
Project Manager
Assistant Project Manager
Partner Institutions(Pourashava Capacity Development Team)
To be identified after draft of the Stregy is formulated.
NILG
LGED
Pourashavas including selected pilot Pourashavas

Annex 4: Composition and Function of Joint Coordinating Committee (JCC)

The Joint Coordinating Committee (hereinafter referred to as "JCC") will be formed and its meetings will be held at least twice a year for the smooth implementation of the Project. The prospective function and members of the JCC are as follows.

1) Function

(a) To approve the Annual Plan of Operation to be formulated in accordance with the RD
(b) To review overall progress and achievement of the Project
(c) To monitor and evaluate the implementation of the Project
(d) To examine major issues arising from or in connection with the Project
(e) To work out the modification of the Project Design Matrix (PDM) and the Plan of Operation (PO) as necessary
(f) To recommend and request for necessary actions to the organizations concerned

2) Members

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

(b) Members:
<Bangladesh Side>

Additional Secretary, Local Government Division,
Ministry of Local Government, Rural Development and Cooperatives

Urban Wing, Local Government Division, Ministry of Local Government, Rural Development and Cooperatives (LGD)
Joint Secretary
Deputy Secretary,
Senior Assistant Secretary

National Institute of Local Government (NILG)
Director General

Local Government of Engineering Department (LGED)
Chief Engineer

<Japanese Side>
Representative(s), JICA Bangladesh Office
Official(s) in Charge, JICA Bangladesh Office
Expert(s) of the Project

*The JCC can invite other personnel as necessary.
*Project Director will be the Member-Secretary of JCC

Annex 5: Composition and Function of the Project Management Committee (PMC)

The Project Management Committee (hereinafter referred to as "PMC"), which consists of both the Bangladeshi side and the Japanese side, will be established for the smooth and effective implementation of the Project. PMC will meet at least three (3) times a year, but it may meet anytime wherever necessary arises in order to fulfill the functions. The prospective function and members of PMC are as follows.

1) Functions

(a) To review the overall progress and achievement of the project.
(b) To exchange views on major issues arising from or in connection with the Project
(c) To provide guidance and support to the Project, when necessary.

2) Members

(a) Chairperson
Addl. Secretary/ Head of Urban Wing,
Local Government Division, Ministry of Local Government, Rural Development and Cooperatives (LGD) (Project Manager)

(b) Members:
<Bangladesh Side>
Urban Wing, LGD
Deputy Secretary,
Senior Assistant Secretary

National Institute of Local Government (NILG)

Local Government of Engineering Department (LGED)

Pilot Pourashavas

<Japanese Side>
Representative(s), JICA Bangladesh Office
Official(s) in Charge, JICA Bangladesh Office
Expert(s) of the Project

*The PMC can invite other personnel as necessary.
*Project Director will work as Member- Secretary

Appendix 2

MAIN POINTS DISCUSSED

(1) Use of Mid-Long Term Strategy

- To be "comprehensive" and "realistic" for overall governance capacity development for all Pourashavas to fulfill their responsibility as the local public authority to provide effective and efficient services to their citizens with sufficient accountability.
- To have clear target goals to be achieved within the certain time frame.
- To have the road map and specific action plan to achieve the set targets which includes both institutional reforms and capacity building activities for Pourashavas.
- To identify necessary cost for each item of the action plan, and clarifies expected financial resources to cover the cost.
- To identify stakeholders to be involved to implement the Strategy ("who" does "what"). Identification of trainings providers is also necessary.

(2) Working Group

- LGD will officially approve the Strategy during the Project period, and confirmed its commitment for implementing the Strategy as the "National Strategy" shared with all of the stakeholders.
- In this regard, both sides confirmed involvement of related stakeholders who has experiences in the field of Pourashava capacity development is necessary in the process of formulation of the Strategy.
- LGD expressed its willingness to utilize its budget for implementing the Strategy after its authorization as there is already a component for capacity building in the Annual Development Program (ADP).
- Both sides confirmed the importance of establishing "monitoring mechanism" of the Strategy. The monitoring mechanism shall be set within the framework of the Project by involving related stakeholders.

(3) Coordination and Synergy with NOBIDEP and other related donor activities

- The Project works closely with the Northern Bangladesh Integrated Development Project (hereinafter referred to as "NOBIDEP") supported by JICA, and seeks for synergy effects on their implementation.
- While NOBIDEP is area-focused and involves infrastructure investment as well as intensive trainings, the Project focuses on formulating capacity development strategy for all Pourashavas in Bangladesh and sets "national standard" and "routine-based" capacity building framework for Pourashava government authorities.
- Training topics, their curriculum and materials developed by NOBIDEP will be well analyzed and adjusted for the purpose of selecting topics as well as revising the contents to fit nation-wide trainings in a sustainable manner by the Project.
- Some of the essential institutional arrangement of NOBIDEP such as formulation of Pourashava Development Plan (PDP) and establishment of Town Level Coordination Committee (TLCC) will also be analyzed and adjusted (if necessary) to apply for all of Pourashavas in the country by the Project.

- Follow-up activities and supplementary trainings in some of Pourashavas targeted by NOBIDEP will be included within the framework of the Project to accumulate "good practices".

(4) Pilot Pourashavas
- Both sides agreed that pilot activities in the selected Pourashavas within the Project framework are utilized for testing the trainings developed in the Project to feedback for finalizing national standard trainings. Follow up and supplemental activities for providing efficient and effective public services are also included.
- The pilot Pourashavas are also used as the field of accumulating "good practices" or "show cases" which can be utilized as the useful examples for other Pourashavas. The experiences of pilot Pourashavas can be used as part of training materials.
- LGD expressed its willingness to apply trial-based performance based budget allocation of ADP in the Pilot Pourashavas which does not have any project-based investment fund to create incentives. Such trials may lead improvement of performance based ADP budget allocation under the Strategy.
- Both sides agreed that seven (7) Pourashavas for pilot activities in the Project will be selected from Pourashavas of category A, B and C. Among them, two Pourashavas will be chosen from NOBIDEP targets (one is from category B, and the other is from category C). For category A, Pourashava(s) which is not targeted by Second Urban Governance and Infrastructure Improvement Project (UGIIP II) will be selected.
- The details of criteria for selecting pilot Pourashavas will be discussed between LGD and the Project team when the Project launches.
- Those pilot Pourashavas without NOBDEP and UGIIP II will be applied for implementing trials of "national standard" trainings and follow up activities of actual practices learned by the trainings. The feedbacks of pilot trainings and actual practices will be utilized for amending the developed trainings materials as well as the Strategy.

(5) Partner Institutions(PIs)
- LGD expressed that "training" will be the one of the essential means for implementing the Strategy. Therefore, both sides agreed that the Project includes development of training programs (training calendar, training modules, curriculum etc.) and its tools (trainings materials) in its outputs.
- The trainings set in the Project are regarded as the "national standard" trainings. The arrangement of the trainings should be deliberated from the aspects of sustainability as they will be implemented continuously by the GOB to all of the Pourashavas in the country.
- Training providers shall be identified based on the draft Strategy with the clarification of the prioritized core capacity necessary for Pourashavas. Providers such as National Institute of Local Government (NILG) and Local Government Engineering Department (LGED) are possible partner institutions for implementing the trainings.
- LGD expressed importance of establishing coordination mechanism of trainings such as "Trainings Coordination Committee".

6.2. 1st JCC Meeting record

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Co-operatives
Local Government Division
(Paura-1 Section)
Web: www.lgd.gov.bd

Minutes of the Meeting of Joint Coordinating Committee (JCC) For Strengthening Pourashava Governance Project (SPGP)

Chairperson	:	Mr. Abdul Malek Secretary, Local Government Division
Meeting Date and Time	:	29 June, 2016, 10.00 am
Meeting Place	:	LGD Conference Room (Building no. 7, Room no. 601)
Agenda	:	**1.** Overview of SPGP and progress made so far **2.** Overview of "National Strategy for Paurashava Governance Improvement" **3.** Amendment of Project Design Matrix (PDM) **4.** Work Plan for the year 2016/2017 **5.** Actions to be taken
Participants	:	**Attached (Annexure-1)**

At the beginning of the meeting, the honourable Chairperson and Secretary of Local Government Division(LGD) welcomed all the respectable attendees and requested Mr. Ryujiro Sasao, Chief Advisor of Strengthening Pourashava Governance Project (SPGP) to accomplish the presentation according to the agenda of the meeting.

Agenda 1: Overview of SPGP and progress made so far

Overview of SPGP and progress/achievement since its inception was briefly explained by **Mr. Ryujiro Sasao,** Chief Advisor of SPGP and it was endorsed. He informed that 2nd year of the project is going to end and we made a big progress in two aspects: (i) the completion and approval of National Strategy and (ii) preparation for the nation-wide capacity building of elected representatives and staff of Paurashavas by the formulation of operational handbooks and conducting pilot training. This meeting is the substantial kick-off of the Strategy implementation.

Agenda 2: Overview of "National Strategy for Paurashava Governance Improvement"

Mr. Ryujiro Sasao

He mentioned that the contents of "National Strategy for Paurashava Governance Improvement" were discussed in the Working Group meetings and others. Eight Working Group meetings with concerned stakeholders were conducted between August 2014 and November 2015 to prepare the Strategy Paper.

Mr. Shyama Prosad Adhikari, Chief Engineer, LGED

He drew attention that the government of Bangladesh (GOB) is preparing a National Urban Policy and raises a question whether it is possible to prepare and implement the Strategy before the policy is finalized.

Mr. Abdul Malek, Secretary, LGD and the honourable Chairperson

The chairperson addressed that the Chief Engineer, LGED has raised an important question because we are preparing the Urban Policy and after finalizing the policy we can go for Strategy or other things to do.

Mr. Hiroki Watanabe, Program Advisor, JICA stated as follows:

- ❖ The Strategy has been formulated to implement the Policy. In the course of preparing the Strategy, the draft Policy was carefully examined so that the Strategy is well aligned with the Policy.
- ❖ Although the Strategy has already been approved by the ministry, considering the nature of the documents as living document, it was proposed that any changes could be accommodated in the Strategy when deemed necessary.

All the members of JCC agreed upon Mr. Watanabe's proposal and after detailed discussion, it was accepted and approved by the committee.

Agenda 3: Amendment of Project Design Matrix

Mr. Sasao explained the revised version of Project Design Matrix (PDM), which was proposed by the Mid-Term Review Mission jointly conducted by LGD and JICA in March 2016. Both original as well as revised PDMs were presented in the meeting (Annexure 2 & 3).

- ❖ There are three items of the output of this project where the third one is "the administrative capacity of the pilot paurashava is improved". We inserted one word 'manageable'. Now it is "the administrative and manageable capacity of the pilot paurashava is improved".
- ❖ Regarding indicator of the PDM, some minor corrections have been done in the indicator of the PDM, especially the technical terms. For example, "Progress of the action plan" is written instead of "Progress of the implementation plan".
- ❖ Most of the amendment is only the modification of the technical terms.

The Chief advisor of the project then requested to endorse the modification proposed by the mid-term review mission. It was discussed in detail and was accepted and approved by the committee.

Agenda 4: Work Plan for the year 2016/2017

Mr. Ryujiro Sasao

He explained the key points of the Work Plan and two major pillars of the activities in the 3rd year of the project. One is to prepare the implementation of the Strategy and another is formulation of new operational handbooks and materials to be used as national standard for nation-wide trainings targeting elected representatives and staff of Paurashavas. The Chief advisor of the project then requested to accept the work plan. It was discussed in detail and was accepted and approved by the committee.

Agenda 5: Actions to be taken

Mr. Ryujiro Sasao

The following two actions are expected, after this JCC meeting: (i) Official approval of the Strategy and (ii) Approval of the operational handbooks in future.

He mentioned that the operational handbooks are under the stage of the finalization. He hoped the project team could submit the final draft by August and that the operational handbooks would be placed for approval accordingly.

Mr. Abdul Malek, the honourable Chairperson

He stated that he had gone through the Strategy Paper and, he thinks that it is more or less acceptable. He also mentioned that the Strategy is approved in principle at this meeting and no meeting will be held for the approval of the Strategy in future. However, if our honorable members want to go through it, they can leave their comment on it and it will be reflected in the Strategy. Or, if any serious issue arises, then we can hold a meeting. The chairperson also added that there is a committee in the Ministry for reviewing handbooks headed by Additional Secretary. This committee will examine all the handbooks for final approval and the committee will be supported by the project.

Mr. Sasao, then, requested JICA representative to make the comments.

Mr. Hitoshi ARA, Senior Representative, JICA

It is our pleasure that in this meeting the Strategy has been approved in principle and that in the next stage, we will implement this strategy. In this context we would like to undertake activities with paurashavas in line with this Strategy and would expect cooperation of LGD.

Decisions:

After detailed discussion the meeting reached on the following decisions:

1. **Strategy Paper**
   - a) The Strategy is approved in principle at this meeting and no meeting will be held for the final approval of the Strategy in future. But if any of honorable JCC members want to go through it, they can leave their comment on it. Then official/final approval letter could be issued after the incorporation of those comments (if any) in the Strategy Paper. The committee suggested that the project team could start to implement this strategy and to undertake activities with Pourashavas in line with this Strategy.
   - b) In spite of the final approval, considering the nature of the documents, any changes would be accommodated in the Strategy when deemed necessary.

2. **Amendment of Project Design Matrix (PDM)**

The revised version of Project Design Matrix (PDM) with proposed corrections/ modifications (**Annexure-3**) has been approved.

3. **Work Plan for the year 2016/2017**

Proposed work plan regarding the implementation of the Strategy and the formulation of new operational handbooks and materials to be used as national standard for nation-wide trainings targeting elected representatives and staff of Paurashavas has been approved.

4. **Operational Handbooks**

The project team will submit the final draft of the operational handbooks. These handbooks will be reviewed by the committee assigned for this purpose in LGD. After reviewing, the handbooks need to be placed for the final approval of the ministry.

As there was no more discussion point, the chair concluded the meeting by thanking all the members of the JCC for their kind presence, active participation and contribution to the meeting.

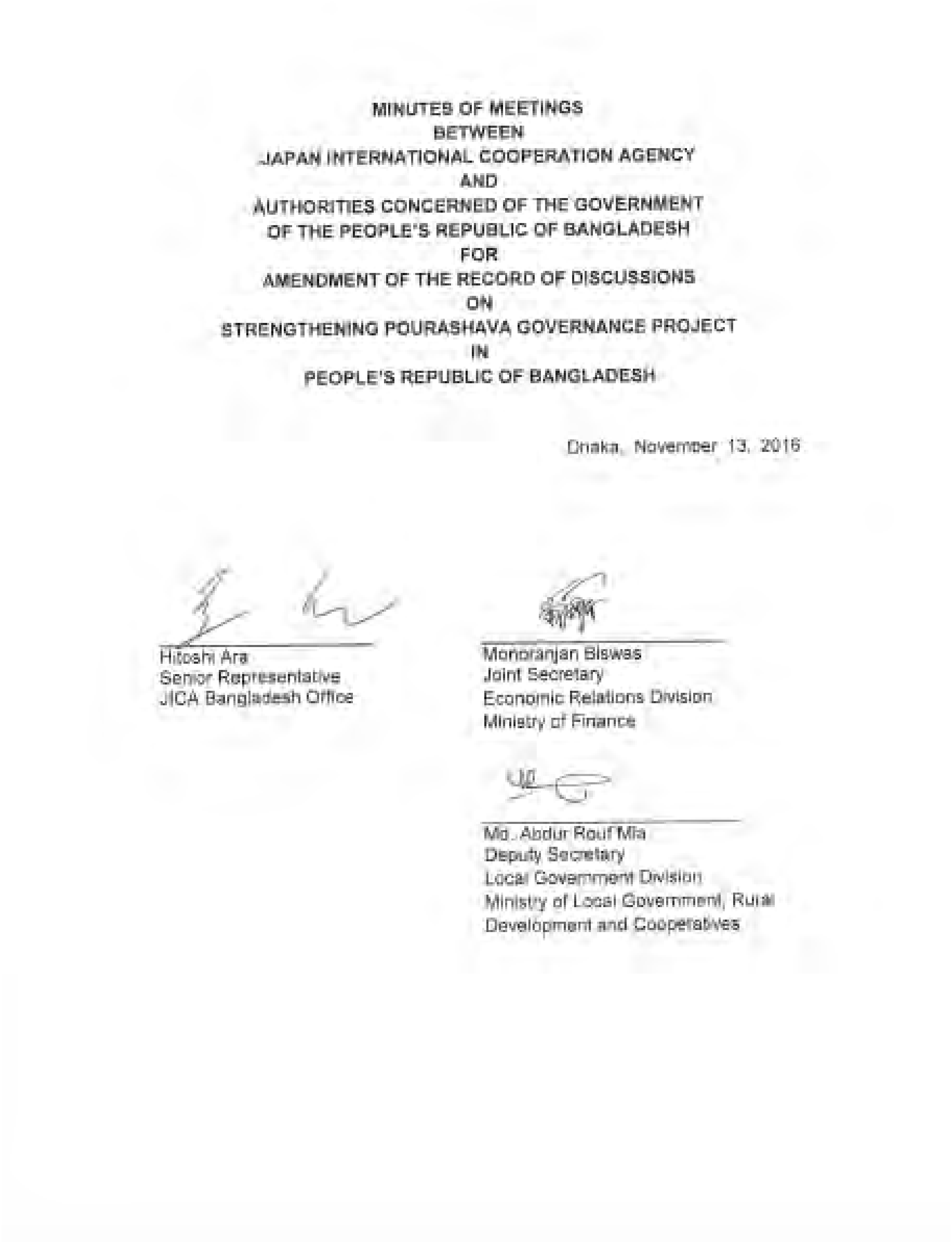
০৩/৮/২০১৭

(Abdul Malek)
Secretary
Local Government Division

Annexure 1. List of Participants

1. Mr. Abdul Malek, Secretary, LGD
2. Mr. Mustafa Kamal Haider, Director General, NILG
3. Mr. Jytirmay Dutta, Additional Secretary, LGD
4. Mr. Shyama Prosad Adhikari, Chief Engineer, LGED
5. Ms. Rowshan Ara Begum, Joint Secretary, LGD
6. Mr. Abdur Rouf Mia, Deputy Secretary, LGD and PD of SPGP
7. Mr. SK Muzakka Zaher, Project Director, MGSP, LGED
8. Md. Shamsul Huq Bhuiyan, Project Director, DPHE
9. Md. Ruhul Amin, DS (Japan Desk), ERD
10. Mr. Hitoshi Ara, Senior Representative, JICA
11. Mr. Akira Munakata, JICA Advisor, JICA
12. Mr. Hiroki Watanabe, Program Advisor, JICA
13. Mr. Zulfiker Ali, Senior Program Manager, JICA
14. Mr. Md. Jalal Uddin, Mayor, Pakundia Paurashava
15. Mr. Tariq Abul Ala, Mayor, Ulipur Paurashava
16. Mr. Nezamuddin, Mayor, Kanaighat Paurashava
17. Mr. Shah Sufian Khan, Secretary, Sengarchar Paurashava
18. Mr. Ryujiro Sasao, JICA Expert and Chief Advisor, SPGP
19. Mr. Yoshinaga Nakamura, JICA Expert, SPGP
20. Mr. Md. Abdul Gaffar, Senior Consultant, SPGP
21. Mr. Md. Sohrab Hossain, Senior Consultant, SPGP
22. Md. Abdul Motalleb, Consultant, SPGP
23. Mr. Hiranmoy Roy, Office Manager, SPGP
24. Mr. Daloer Jahan Suhag, Assistant Office Manager, SPGP

6.3. Meeting Minutes (M/M) for the modification of R/D based on the 1st JCC Meeting



MINUTES OF MEETINGS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT
OF THE PEOPLE'S REPUBLIC OF BANGLADESH
FOR
AMENDMENT OF THE RECORD OF DISCUSSIONS
ON
STRENGTHENING POURASHAVA GOVERNANCE PROJECT
IN
PEOPLE'S REPUBLIC OF BANGLADESH

Dhaka, November 13, 2016

Hitoshi Ara
Senior Representative
JICA Bangladesh Office

Monoranjan Biswas
Joint Secretary
Economic Relations Division
Ministry of Finance

Md. Abdur Rouf Mia
Deputy Secretary
Local Government Division
Ministry of Local Government, Rural
Development and Cooperatives

The Japan International Cooperation Agency (hereinafter referred to as "JICA") and Economic Relations Division, Ministry of Finance and Local Government Division, Ministry of Local Government, Rural Development and Co-operatives hereby agree that the Record of Discussions on Strengthening Pourashava Governance Project signed on October 10, 2013 will be amended as follows;

1. Objectively Verifiable Indicators of Project Purpose

Original PDM on Oct. 10, 2013	Amended PDM
a. A mid-long term strategy for Pourashava capacity development and its implementation plan are officially approved	a. A mid-long term strategy for Paurashava governance improvement and its action plan are officially approved and circulated.
b. A budget for the implementation of the strategy and the implementation plan is estimated and a plan to secure the budget is presented	b. A budget for the implementation of the strategy 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.	c. A methodology with formats to monitor the implementation of the strategy is clarified.
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.	d. A plan to share good practices of pilot Paurashavas with other Paurashavas is presented.

Reason of amendment:

Objectively Verifiable Indicators of Project Purpose is revised as a result of the mid-term review mission, which explained that the Project design both to formulate the strategy and to install its monitoring system isn't suitable for a four-year project. Therefore it is preferable to set this indicator such as "A methodology with formats to monitor the implementation of the strategy is clarified".

2. Objectively Verifiable Indicators of Output 1 and activities

(1) We modify the Objectively Verifiable Indicators of Output 1.

Original PDM on Oct. 10, 2013	Amended PDM
1-a. A draft mid-long term strategy and its implementation plan are finalized with the consent of stakeholders	1-a. A draft mid-long term strategy and its action plan are finalized with the consent of stakeholders.
1-b. Rules and regulations required for strategy implementation are drafted	1-b. Rules and regulations to be revised and/or newly developed for strategy implementation are identified.
1-c. Roles and responsibilities of stakeholders in capacity development of Pourashavas are defined and agreed among them.	1-c. Roles and responsibilities of stakeholders in capacity development of Paurashavas are defined in action plans.

We add the activities for reviewing (1-9) and making a list (1-11) about Pourashava Act (2009).

Original PDM on Oct. 10, 2013	Amended PDM
1-1. Analyze prescribed and actual roles/responsibilities of Pourashavas, an institutional/policy environment surrounding Pourashavas and challenges facing them.	1-1. Analyze prescribed and actual roles/responsibilities of Pourashavas, an institutional/policy environment surrounding Pourashavas and challenges facing them.
1-2. Identify core functions of Pourashavas and priority capacity development needs.	1-2. Identify core functions of Pourashavas and priority capacity development needs.
1-3. Develop a training implementation setup in consultation with stakeholders.	1-3. Develop a training implementation setup in consultation with stakeholders.
1-4. Review the past and ongoing efforts to develop Pourashavas' capacity in performing core functions identified through Activity 1-2.	1-4. Review the past and ongoing efforts to develop Pourashavas' capacity in performing core functions identified through Activity 1-2.
1-5. Form a working group consisting of stakeholders for the preparation of a mid-long term strategy for Pourashava capacity development.	1-5. Form a working group consisting of stakeholders for the preparation of a mid-long term strategy for Pourashava capacity development.
1-6. Develop the draft strategy based on discussions in the working group and in light of feedback from Activity 1-4 as well as capacity development activities in pilot Pourashavas (Activities 3-3 to 3-5).	1-6. Develop the draft strategy based on discussions in the working group and in light of feedback from Activity 1-4 as well as capacity development activities in pilot Pourashavas (Activities 3-3 to 3-5).
1-7. Prepare an implementation plan of the mid-long term strategy.	1-7. Prepare an implementation plan of the mid-long term strategy.
1-8. Analyze an institutional/policy environment for Pourashava capacity development and provide necessary support for policy implementation/institutional development to strengthen Pourashavas	1-8. Analyze an institutional/policy environment for Pourashava capacity development and provide necessary support for policy implementation / institutional development to strengthen Pourashavas
1-9. Provide necessary support to carry out activities based on the implementation plan.	1-9. Provide necessary support to carry out activities based on the implementation plan.
	1-10. Conduct the survey for reviewing the situation of rules and regulations related with Paurshava Act 2009.
	1-11. Set the list of required rules and regulations for revision and/or development for implementing the Strategy.

Reason of amendment:

Developing the strategy and the action plan for Paurashava, the Project team found that it is essential to review the contents of the current rules and regulations related to Paurashava Act (2009) as well as newly to draft rules and regulations for the strategy implementation.

3. Objectively Verifiable Indicators of Output 2

Original PDM on Oct. 10, 2013	Amended PDM
2-a. Manuals and guidelines required to perform core functions are developed 2-b. User satisfaction level with developed manuals and guidelines in pilot Pourashavas 2-c. Training courses to enhance Pourashavas capacity to perform core functions are developed. 2-d. Results of training evaluation by trainees of pilot Pourashavas	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 under-standing on Operational Handbooks in pilot Paurashavas gets 3.5.

Reason of amendment:

Specific numbers of Objectively Verifiable Indicators of Output 2 have not been set since the beginning of this project. We define the target number of training courses to be developed, the target level of the participants' satisfaction of the training courses, and the target level of the participants' understanding for the operational handbooks.

4. Objectively Verifiable Indicators of Output 3

Original PDM on Oct. 10, 2013	Amended PDM
3-a. Citizens' satisfaction level with Pourashava services 3-b. Coverage of major services of Pourashavas 3-c. Income of Pourashavas from its own income sources	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

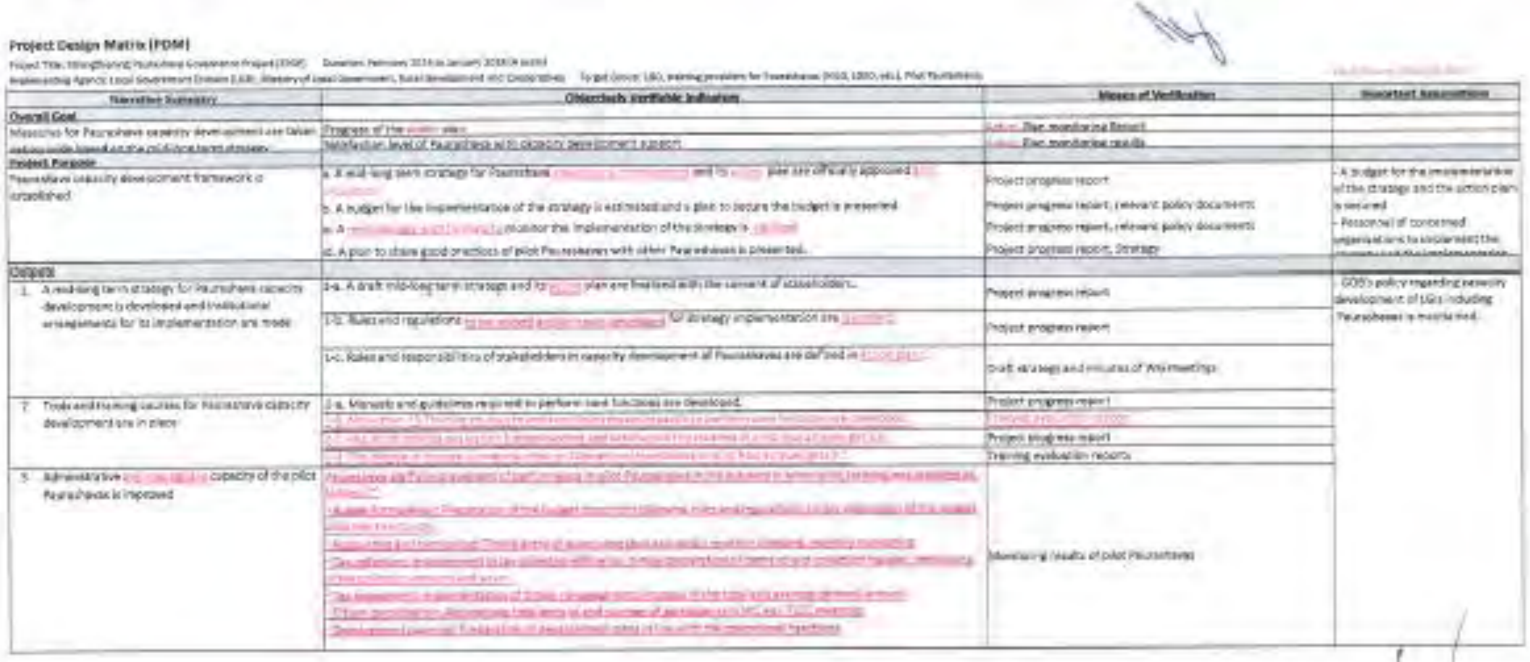
Reason of amendment:

Current Objectively Verifiable Indicators of Output 3 do not respond directly to the results of this project. We modify them to the some indicators which can precisely measure the administrative capacity of the pilot Pourashavas.

5. Others
   We modify several expressions to reflect precise names and to clarify the meanings referred to Annex 2.

This amendment will become effective as of November 13, 2016.

Annex 1 : Record of Discussions (signed on October 10, 2013)
Annex 2 : Amended Project Design Matrix (PDM)



Project Design Matrix (PDM)

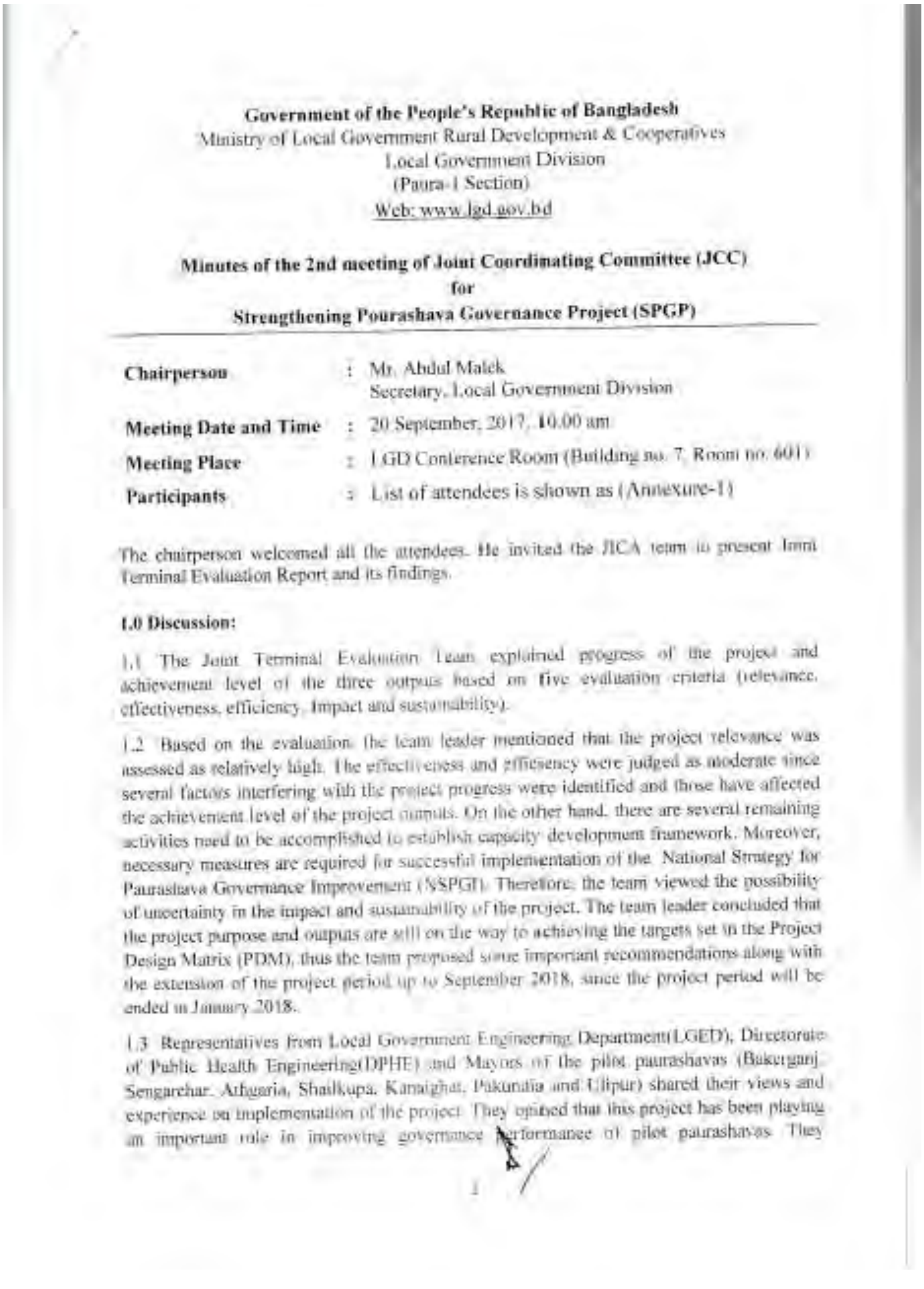
Project Title: Strengthening Paurashava Governance Project (SPGP) Duration: February 2014 to January 2018 (4 years)
Implementing Agency: Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives Target Group: LGD, training providers for Paurashavas (NILG, LGED, etc.), Pilot Paurashavas

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
Measures for Paurashava capacity development are taken nationwide based on the mid-long term strategy.	Progress of the [illegible] plan	[illegible] Plan monitoring Report	
	Satisfaction level of Paurashavas with capacity development support	[illegible] Plan monitoring results	
Project Purpose			
Paurashava capacity development framework is established	a. A mid-long term strategy for Paurashava [illegible] and its [illegible] plan are officially approved [illegible]	Project progress report	- A budget for the implementation of the strategy and the action plans is secured - Personnel of concerned organizations to implement the [illegible]
	b. A budget for the implementation of the strategy is estimated and a plan to secure the budget is presented.	Project progress report, relevant policy documents	
	c. A [illegible] to monitor the implementation of the strategy is [illegible]	Project progress report, relevant policy documents	
	d. A plan to share good practices of pilot Paurashavas with other Paurashavas is presented.	Project progress report, Strategy	
Outputs			
1. A mid-long term strategy for Paurashava capacity development is developed and institutional arrangements for its implementation are made	1-a. A draft mid-long term strategy and its [illegible] plan are finalized with the consent of stakeholders.	Project progress report	- GOB's policy regarding capacity development of LGIs including Paurashavas is maintained.
	1-b. Rules and regulations [illegible] for strategy implementation are [illegible]	Project progress report	
	1-c. Roles and responsibilities of stakeholders in capacity development of Paurashavas are defined in [illegible]	Draft strategy and minutes of WG meetings	
2. Tools and training courses for Paurashava capacity development are in place	2-a. Manuals and guidelines required to perform [illegible] functions are developed.	Project progress report	
	[illegible]	[illegible]	
	[illegible]	Project progress report	
	[illegible]	Training evaluation reports	
3. Administrative [illegible] capacity of the pilot Paurashavas is improved	[illegible]	Monitoring results of pilot Paurashavas	

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

~~(*): Target [illegible]~~

6.4. 2nd JCC Meeting record



Government of the People's Republic of Bangladesh
Ministry of Local Government Rural Development & Cooperatives
Local Government Division
(Paura-1 Section)
Web: www.lgd.gov.bd

Minutes of the 2nd meeting of Joint Coordinating Committee (JCC)
for
Strengthening Pourashava Governance Project (SPGP)

Chairperson : Mr. Abdul Malek
Secretary, Local Government Division

Meeting Date and Time : 20 September, 2017, 10.00 am

Meeting Place : LGD Conference Room (Building no. 7, Room no. 601)

Participants : List of attendees is shown as (Annexure-1)

The chairperson welcomed all the attendees. He invited the JICA team to present Joint Terminal Evaluation Report and its findings.

1.0 Discussion:

1.1 The Joint Terminal Evaluation Team explained progress of the project and achievement level of the three outputs based on five evaluation criteria (relevance, effectiveness, efficiency, Impact and sustainability).

1.2 Based on the evaluation the team leader mentioned that the project relevance was assessed as relatively high. The effectiveness and efficiency were judged as moderate since several factors interfering with the project progress were identified and those have affected the achievement level of the project outputs. On the other hand, there are several remaining activities need to be accomplished to establish capacity development framework. Moreover, necessary measures are required for successful implementation of the National Strategy for Paurashava Governance Improvement (NSPGI). Therefore, the team viewed the possibility of uncertainty in the impact and sustainability of the project. The team leader concluded that the project purpose and outputs are still on the way to achieving the targets set in the Project Design Matrix (PDM), thus the team proposed some important recommendations along with the extension of the project period up to September 2018, since the project period will be ended in January 2018.

1.3 Representatives from Local Government Engineering Department(LGED), Directorate of Public Health Engineering(DPHE) and Mayors of the pilot paurashavas (Bakerganj, Sengarchar, Athgaria, Shailkupa, Kanaighat, Pakundia and Ulipur) shared their views and experience on implementation of the project. They opined that this project has been playing an important role in improving governance performance of pilot paurashavas. They

1

requested to exted the project upto March 2019 for sucessful implementation of the ongoing activities and of the recommendations made by the Joint Terminal Evaluation Team.

1.4 The chairperson thanked the evaluation team for presenting the terminal evaluation report and appreciated the project approach. However, he recognized that several rules and regulations need to be prepared and updated for ensuring the sustainability of the project effects. He urged that Strengthening Pourashava Governance Project (SPGP) need to be extended up to March 2019 to support LGD for formulating rules and regulations.

2.0 Decision:

After detailed discussion, the meeting reached on the following decisions:

2.1 The Joint Terminal Evaluation report is approved.

2.2 The project period need to be extended to complete the ongoing activities for achieving the project targets as well as to support Local Government Division for formulating necessary rules and regulations

2.3 Actions will be taken from Local Government Divisions for implementation of the recommendations indicated in the evaluation report prepared by Joint Terminal Evaluation Team.

2.4 Based on the action plan of NSPGI, the project will support Local Government Division, to formulate necessary rules and regulations required for ensuring the sustainability of the project effects in the long run.

3.0 The chair concluded the meeting by thanking all the members of the JCC for their kind presence, active participation and contribution to the meeting.

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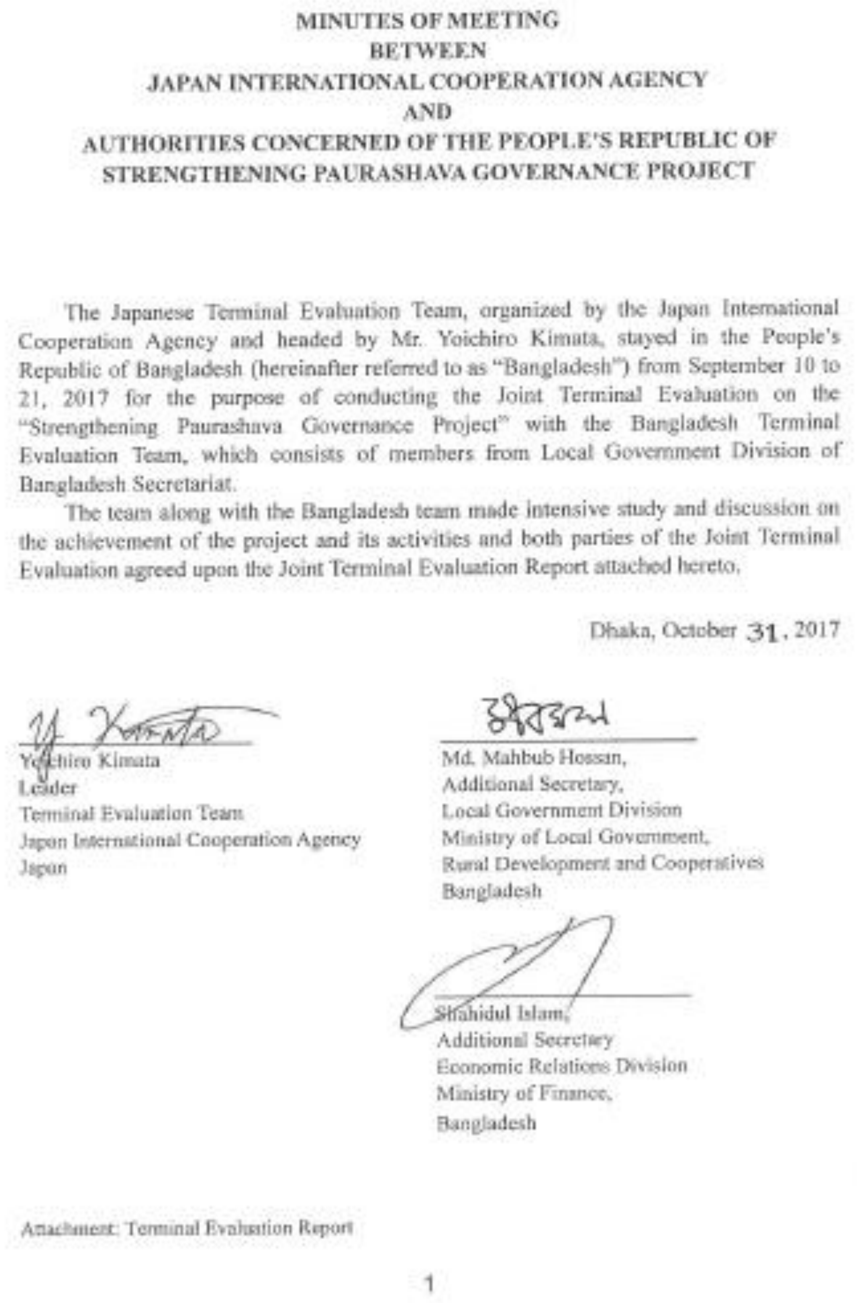
(Abdul Malek)
Secretary

6.5. Minutes about terminal evaluation research



MINUTES OF MEETING
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED OF THE PEOPLE'S REPUBLIC OF
STRENGTHENING PAURASHAVA GOVERNANCE PROJECT

The Japanese Terminal Evaluation Team, organized by the Japan International Cooperation Agency and headed by Mr. Yoichiro Kimata, stayed in the People's Republic of Bangladesh (hereinafter referred to as "Bangladesh") from September 10 to 21, 2017 for the purpose of conducting the Joint Terminal Evaluation on the "Strengthening Paurashava Governance Project" with the Bangladesh Terminal Evaluation Team, which consists of members from Local Government Division of Bangladesh Secretariat.

The team along with the Bangladesh team made intensive study and discussion on the achievement of the project and its activities and both parties of the Joint Terminal Evaluation agreed upon the Joint Terminal Evaluation Report attached hereto.

Dhaka, October 31, 2017

Yoichiro Kimata
Leader
Terminal Evaluation Team
Japan International Cooperation Agency
Japan

Md. Mahbub Hossan,
Additional Secretary,
Local Government Division
Ministry of Local Government,
Rural Development and Cooperatives
Bangladesh

Shahidul Islam,
Additional Secretery
Economic Relations Division
Ministry of Finance,
Bangladesh

Attachment: Terminal Evaluation Report

1

Attachment 1

# Joint Terminal Evaluation Report
for
Strengthening Paurashava Governance Project (SPGP)
In Bangladesh

September 2017

Joint Terminal Evaluation Team

List of Abbreviations and Acronyms

ADB	Asian Development Bank
BIM	Bangladesh Institute of Management
BUF	Bangladesh Urban Forum
DDLG	Deputy Directors of Local Government
DLG	Directors of Local Government
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
DPHE	Department of Public Health Engineering
JCC	Joint Coordinating Committee
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, Rural Development and Cooperatives
MGSP	Municipal Governance Strengthening Project
NILG	National Institute of Local Government
NOBIDEP	Northern Regional Bangladesh Integrated Development Project
NSPGI	National Strategy for Paurashava Governance Improvement
PD	Project Director
PM	Project Manager
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
TPP	Technical Project Proposal
UGIIP	Urban Governance and Infrastructure Improvement (Sector) Project
UMSU	Urban Management Support Unit
WC	Ward Committee

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1. Introduction

1-1. Background

The Strengthening Paurashava Governance Project (SPGP) (hereinafter referred to as "the Project") is a bilateral technical cooperation project implemented by the Local Government Division, Ministry of Local Government, Rural Development and Cooperatives (MLGRD&C) in cooperation with the Japan International Cooperation Agency (JICA). The Project was launched in February 2014 for the duration of four years. In accordance with the Record of Discussions (R/D) signed on October 10th, 2013 between the Bangladeshi side (represented by the Ministry of Finance and LGD) and the Japanese side (represented by JICA). The Mid-term Review was conducted from February 27th, 2016 to March 13th, 2016, and R/D was amended by the Minutes of Meetings signed on November 13th, 2016.

Prior to the Project completion in January 2018, as per R/D signed by both governments, the terminal evaluation of the Project is conducted by the Joint Terminal Evaluation Team ("the Terminal Evaluation Team") in September 10th to 21st, 2017, comprised of representatives from both sides.

1-2. Objectives of the Terminal Evaluation

The objectives of the Terminal Evaluation are listed as follows:

1) To confirm the achievement levels of Outputs and the prospect for achieving the Project Purpose by the end of the project period, and the Overall Goals within three to five years after the project completion, based on the Project Design Matrix ("PDM") (see Annex 3);
2) To identify factors or issues that have promoted or hindered the implementation of the Project activities;
3) To conduct a comprehensive evaluation from the viewpoints of five evaluation criteria; Relevance, Effectiveness, Efficiency, Impact and Sustainability (see 2-2 "Criteria of the Joint Terminal Evaluation" for their definitions); and
4) To draw recommendations of the measures to be taken for achieving the Project Purpose and securing sustainability of the Project

1-3. Schedule and Member of the Joint Terminal Evaluation

(1) Schedule of the Terminal Evaluation

From September 10th to September 21st, 2017

Detailed schedule is attached as Annex 1.

(2) Members of the Terminal Evaluation

Japanese Members

Name	Title	Position and Organisation
Mr. Yoichiro Kimata	Leader	Acting Director, Public Governance and Financial Management Team, Governance Group, Industrial Development and Public Policy Department, JICA

Name	Title	Position and Organisation
Ms. Mifumi Nakatani	Cooperation Planning	Public Governance and Financial Management Team, Governance Group, Industrial Development and Public Policy Department, JICA
Ms. Ayako Namura	Evaluation Analysis	Tekizaitekisho LLC.

- **Bangladeshi Members**

Name	Position and Organisation
Mr. Md. Abdur Rouf Mia	Deputy Secretary, LGD

1-4. Outline of the Project

(1) Project Title
Strengthening Paurashava Governance Project (SPGP)

(2) Cooperation Period
From February 2014 to January 2018

(3) Background of the Project
Bangladesh is experiencing rapid urbanization. The annual population growth rate (average annual 2010-2015)[1] is 3.6% in urban areas, as compared with the national average of 1.2%. The deteriorating living environment, the haphazard construction of residential districts and traffic networks, and inadequate public service delivery have become conspicuous in many urban areas. It is reported that by 2015 the number of urban poor will have grown by one million since 2008 despite the declining poverty rate on a national level. Mindful of such a rapid urbanization, the Bangladesh government has put forward a policy of revitalizing local economies by strengthening local administration and other means in its Sixth Five-Year Plan (2011/12-2015/16) as part of its efforts to reduce poverty and achieve balanced development. In 2014, the Bangladesh government approved the National Urban Sector Policy, which is designed to strengthen urban governance as well as promote economic development with infrastructure development and urban environmental conservation, with a view to sustainable urbanization and a decentralized and participatory urban development process.

In Bangladesh, local governments in urban areas are divided into City corporations and Paurashavas (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,

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[1] Data from United Nations

1-5. Methodology of the Terminal Evaluation

The status of the project progress was reviewed based on the PDM, which is a summary table describing the outline of the Project. The Terminal Evaluation examined the following points referring to the PDM.

(1) Verification of project performance

The current degree of project achievements, such as Inputs, Outputs, and Project Purpose, was assessed with reference to the Objectively Verifiable Indicators stated in the PDM. To carry this out, various methods were applied, including document review, a questionnaire survey, interviews, and discussions with counterpart personnel, JICA experts, and relevant stakeholders.

(2) Examination of project implementation process

The process of the project implementation was examined from the viewpoints of project management.

(3) Evaluation by five evaluation criteria

The following five evaluation criteria are applied to the project evaluation.

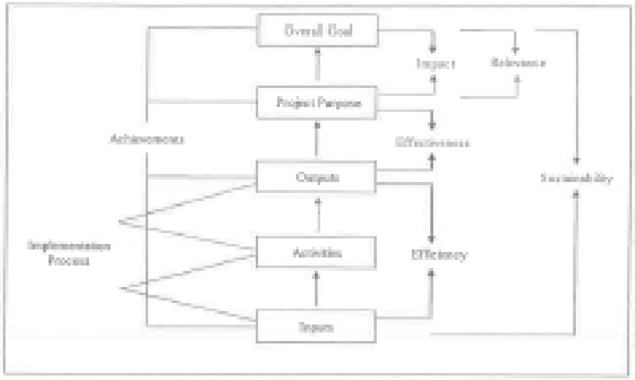
Five Evaluation Criteria

Relevance:	Degree of compatibility between the development assistance and priority of policy of the target group, the recipient, and the development partners.
Effectiveness:	A measure of the extent to which an aid activity attains its objectives.
Efficiency:	Efficiency measures the outputs -- qualitative and quantitative – in relation to the inputs. It is an economic term which is used to assess the extent to which aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs to determine whether the most efficient process has been adopted.
Impact:	A criterion for considering for the future prospects for the achievement of the Overall Goal, and the effects of the project with an eye on the longer term effects including direct or indirect, positive or negative, intended or unintended.
Sustainability:	Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after development partners' funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

Sources: "JICA Guideline for Project Evaluation", March 2004, and "New JICA Guidelines for Project Evaluation First Edition", June 2010.

The relationship between the five evaluation criteria and PDM is described in the following figure.

Figure1 -1: Relationship between the Five Evaluation Criteria and PDM


Overall Goal
Impact
Relevance
Project Purpose
Achievements
Effectiveness
Outputs
Sustainability
Implementation Process
Activities
Efficiency
Inputs

Source: "Practical Methods for Project Evaluation", March 2004

(4) Recommendations

The Joint Terminal Evaluation Team made the recommendations based on the results of the evaluation.

2. Achievement of the Project

2-1. Inputs

2-1-1. Allocation of Inputs by the Bangladeshi Side

(1) Assignment of counterpart personnel (See Annex 7)

Counterpart personnel of the Project were assigned as follows and worked together with the JICA experts.

Project Director:	Mr. Md. Abdur Rouf Mia, Deputy Secretary
Project Manager:	Vacant
Assistant Project Manager:	Mr. Md. Jahid Hossain, Deputy Secretary (NILG)

In addition, NILG and LGED have been engaged in the Project as support agencies.

(2) Cost covered for Training in Japan

The Government of Bangladesh covered the expenses of air fare and allowance for the participants in the Training in Japan. (see "(2) Training in Japan" of "2-1-2. Allocation of Inputs by the Japanese Side.")

(3) Office space for JICA experts

- NILG provided the office space for JICA experts with furniture and utilities.
- The venue for follow-up activities were provided by pilot Paurashavas.

2-1-2. Allocation of Inputs by the Japanese Side

(1) JICA experts

The assignment of JICA experts originally planned was 119.96 M/M and actually accounted for 103.90 Man/Month (M/M) (in total of 14 experts) from the commencement of the Project to June 2017. The JICA experts were responsible for overall management of the Project, strategy for capacity development, development planning, financial management, community management, training in Japan and training program development (see Annex 5)

(2) Training in Japan

The training in Japan in the Project was carried out targeting for Bangladeshi counterparts and the mayors of Paurashavas. From the commencement of the Project to July 2017, the trainings in Japan were carried out 3 times receiving 98 participants (25.5 M/M in total).

Date/Year	Purpose	No. of Participants	Days	M/M
25 May – 2 June 2014	To learn about the good practice of service delivery of Japanese local governments and have clearer vision of their own services to local people.	40	9	12.0
15 -21 May 2016	To learn about the good practice of service delivery of Japanese local governments and promote better understandings toward project effects	28	7	6.5
23 -29 July 2017	To learn about the good practice of service delivery of Japanese local governments and promote better understandings toward project effects	30	7	7.0
Total		98	23	25.5

(3) Project operation cost (see Annex 6)

The project operation cost borne by Japan was 112 million yen from the beginning of the Project to August 2017.

(unit: yen)

	First Year (Feb. 2014-July 2015)	Second Year (July 2015- June 2016)	Third Year (Aug. 2016- Aug. 2017) *	Total
Amount	34,775,272	37,829,868	39,473,218	112,078,358

*The third year is from August 2016 to February 2018. The operation expenses shown here covers from August 2016 to August 2017 as actual expense.

(4) Provision of Machinery and Equipment (Annex 9)

The computers, projector and other equipment necessary for project activities were provided.

2-2. Achievement of Outputs

The achievement levels of each Output from the commencement of the Project to date are explained as follows. The achievement level of each Output at the completion of the Project (namely January

2018) is assessed on a three-point scale: "to be achieved", "to be partially achieved" and "not to be achieved".

(1) Output 1: [To be partially achieved]

Narrative Summary	A mid-long term strategy for Paurashava capacity development is developed and institutional arrangements for its implementation are made.
Objectively Verifiable Indicators	1-a. A draft mid-long term strategy and its action plan are finalized with the consent of stakeholders. 1-b. Rules and regulations to be revised and/or newly developed for strategy implementation are identified. 1-c. Roles and responsibilities of stakeholders in capacity development of Paurashavas are defined in action plan.

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

The working group[2] was formed to prepare a draft mid-long term strategy for capacity development of Paurashavas, and it held the meeting eight (8) times between 2014 and 2015. The draft of the National Strategy for Paurashava Governance Improvement (NSPGI) 2016 -2025 was finalized in June 2016. In accordance with the NSPGI, action plans, namely, LGD action plan, Paurashava action plan and detailed training plan of training partner institutions (i.e. NILG, LGED and DPHE) are supposed to be developed. The Project has assisted in development of action plans of LGD and pilot Paurashavas, and detailed training plan of NILG and LGED[3]. The progress of preparation of action plans are as follows.

Action Plan	Status	Further action to be taken
LGD Action Plan	Preliminary action plan of LGD was already prepared.	Need to be elaborated, specifying the activities to be taken.
Pilot Paurashava Action Plan	Completed in seven pilot Paurashava by January 2017.	Continuous monitoring and evaluation
Detailed Training Plan of NILG	Basic plan was prepared.	The detailed plan will be prepared by the end of cooperation term.
Detailed Training Plan of LGED	To be prepared.	

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[2] Member secretary is Deputy Secretary of LGD (Project Director of Strengthening Paurashava Governance Project (SPGP)). Other members are: Representatives from LGD, NILG, LGED, and DPHE, Bangladesh Institute of Management (BIM), Municipal Association of Bangladesh (MAB), Bangladesh Urban Forum (BUF), World Bank (WB), Asian Development Bank (ADB), Japan International Cooperation Agency (JICA), Swiss Agency for Development and Cooperation (SDC) and German Development Cooperation (GIZ), Project Directors of the Projects in LGED, Mayors from the seven pilot Paurashavas, and JICA SPGP Experts and Consultants.

[3] Since the capacity development for DPHE is carried out by other JICA project, the Project assisted NILG and LGED in development of action plans.

In sum, the draft strategy was already finalized (see "2-3 Prospects of Achieving the Project Purpose" for the current status). Some action plans except the pilot Paurashavas' action plans need to be elaborated or prepared by the end of the cooperation term.

<Indicator 1-b. Rules and regulations to be revised and/or newly developed for strategy implementation are identified.>

The list of rules and regulations to be revised or newly developed in alignment with Paurashava Act 2009 was prepared by December 2015. In the remaining cooperation term, the Project and LGD are expected to discuss the contents of listed rules and regulations and necessary actions to be undertaken.

<Indicator 1-c. Roles and responsibilities of stakeholders in capacity development of Paurashavas are defined in action plan.>

The NSPGI specifies the implementation arrangement of the strategy, namely the establishment of NSPGI Steering Committee and NSPGI Implementation Committee. The Project Implementation Committee (PIC), which is a cross-functional committee to promote the project implementation, was organized in April 2017 and defined the functions and members of both committees. The action plans of LGD, NILG and LGED and the manual of how to make and use a Paurashava Action Plan are in process of preparation, and it is expected that their roles and responsibilities will be clearly defined.

Overall Assessment for Output 1

As a whole, the Project has assisted LGD in making significant strides forward to developing the strategy of capacity development of Paurashavas in Bangladesh. At the time of the Joint Terminal Evaluation, the implementation framework is just defined and established. When the concerned action plans are discussed, approved and authorized by the NSPGI Steering Committee, the Output 1 will be achieved in the remaining cooperation term.

(2) Output 2 [To be partially achieved]

Narrative Summary	Tools and training courses for Paurashava capacity development are in place.
Objectively Verifiable Indicators	2-a. Manuals and guideline 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 understandings on Operational Handbooks in pilot Paurashavas gets 3.5.

<Indicator 2-a. Manuals and guideline required to perform core functions are developed.>

<Indicator 2-b. More than 15 training courses to enhance Paurashavas capacity to perform core functions are developed.>

In the Mid-term Review, the target number of 15 training courses to be developed was identified among twenty (20) training courses necessary for Paurashavas stated in NSPGI. Later, the Project merged three infrastructure-related subjects into one course (13 courses) among the 15 training courses which JICA experts listed. Then, the Project again carefully examined considering the available resources in the remaining period and the ten training courses shown in Table 2-1 have been developed at last. Accordingly, the operational handbooks (comparable to manuals and guideline in the original plan) for each course have been developed. Currently, LGD is conducting final review for the operational handbooks on the five subjects[4] and this will be completed by December 2017. However, it seems difficult to finalize the operational handbooks on other five subjects by the Project ends (January 2018) since several steps need to be taken until finalization such as receiving the feedback from the pilot Paurashavas after the follow-up activities and refining operational handbooks again. The current status and predicted progress by the end of cooperation term are shown in the table below.

Table 2-1 Current status of operational handbooks and predicted progress by the end of cooperation term (January 2018)

	Training course	Current status of handbooks	By the end of cooperation term
1	Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors	LGD's review	To be completed
2	Monitoring of Paurashava's activities	Under revision by the Project	Revision by the Project will be done but difficult to proceed to LGD's review to finalize
3	Development Plan	Under revision by the Project	
4	Citizen Participation	LGD's review	To be completed
5	Budget Formulation and Accounting	LGD's review	To be completed
6	Tax Collection and Tax Assessment	LGD's review	To be completed
7	Financial Management for Elected Representatives	LGD's review	To be completed
8	Master Plan Implementation	Under revision by the Project	Difficult to complete the revision*
9	Streets	Under revision after pilot training	
10	Drainage		

*: Since it is necessary to obtain practical feedbacks for the revision from Paurashavas through the follow-up activities in pilot Paurashavas taken under Output 3. Follow-up Activities)

<Indicator 2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas get 3.6.>

<Indicator 2-d. The degree of trainee's understandings on Operational Handbooks in pilot Paurashavas gets 3.5.>

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[4] These are: orientation course on the basics of Paurashava administration for mayors and councilors, citizen participation, budget formulation and accounting, tax collection and tax assessment and financial management for elected representatives.

The results of the training course evaluation were presented in Table 2-2 except the training course on "Monitoring of Paurashava's activities", which will be conducted in September to October 2017. The level of understanding of training marked 3.63 on average, satisfying the target value of 3.6. Looking at results of evaluation by the respective training courses, most of them obtained scores near or over 3.6. The reason that the results of the "Street" and "Drainage" courses were lower than the target is because both courses also received participants of councilors or administrative staff who were not familiar with technical matters.

The level of trainees' satisfaction with training courses marked 3.63 on average, satisfying the target value of 3.6 as well. Most of the courses obtained scores near or over 3.6. The reason that the results of the "Street" and "Drainage" courses were lower than the target is the same as motioned above.

Overall trainees' assessment on the operational handbooks looks good, recording 3.48 points on average for a four-grade evaluation and this result is very close to the target value. Through the interview with a pilot Paurashava, a mayor, councilors and officials assessed that all of the operational handbooks were use-friendly, easy to understand, good reference and being utilized for their work. This proves that the developed operational handbooks are appropriate to disseminate to Paurashavas nationwide and useful tools for them to pursue their work effectively.

Table 2-2 Evaluation of training courses and operational handbooks

	Training course	Level of understanding of training *1	Level of satisfaction with training *2	Level of understanding of operational handbook*3
1	Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors	3.55	3.67	3.65
2	Monitoring of Paurashava's activities	To be conducted	To be conducted	To be conducted
3	Master Plan Implementation*5	3.38	3.31	3.50*6
4	Development Plan	3.51	3.52	3.61
5	Citizen Participation	3.61	3.66	3.63
6	Budget Formulation and Accounting *5	3.81	3.73	3.77
7	Tax Collection and Tax Assessment *5	3.86	3.75	3.50
8	Financial Management for Elected Representatives *4	3.53	3.62	n/a
9	Streets*5	3.32	3.42	3.37*6
10	Drainage*5	3.27	3.41	3.23*6
Average		**3.63**	**3.63**	**3.48**
Target		**3.6**	**3.6**	**3.5**

Source: Project Office

*1: Four-grade evaluation, Criteria: 4- understood well, 3- understood, 2- not understood, 1- not understood at all. The data was taken through the participants' evaluation conducted at the end of trainings at the pilot Paurashavas.

*2. Four-grade evaluation. Criteria: 4-very good, 3- good, 2- bad, 1- very bad. The data was taken through the participants' evaluation conducted at the end of trainings at the pilot Paurashavas.

*3: Four-grade evaluation. Criteria: 4- understood well, 3- understood, 2- not understood, 1- not understood at all. The data was taken through the questionnaire survey given to officials/staff of pilot Paurashavas.
*4: These training courses were conducted for other Paurashavas including those assisted by NOBIDEP.
*5: These courses also received participants of councilors or administrative staff who were not familiar with technical matters.
*6: This data was extracted from the results of participants' evaluation conducted at the end of trainings at the pilot Paurashavas.

Overall Assessment for Output 2

Through the project activities, the tools and training courses for Paurashava capacity development have been in place. From the results of the trainees' evaluation on training courses and operational handbooks, it can be said that the training courses have been well developed[1] as useful means to promote their understandings for their work and improve their performance. On the other hand, the implementation of pilot training was delayed for several months because of the prohibition on the Japanese experts to enter Bangladesh in the second half of 2016. As a result, it took more time to prepare the operational handbook than the original plan. In this respect, more time is required for other five topics to elaborate the contents of operational handbooks receiving the feedback from the follow-up activities at the pilot Paurashavas. Therefore, it seems difficult to finalize all of the operational handbooks by the end of the cooperation period.

(3) Output 3 [To be achieved]

Narrative Summary	Administrative and manageable capacity of the pilot Paurashavas is improved.
Objectively Verifiable Indicators	3. Paurashava staff's improvement of performance in pilot Paurashavas in the subject in which pilot training was provided as follows: 3-a. ***Budget formulation:*** Preparation of the budget document following rules and regulations, timely submission of the budget documents and so on. 3-b. ***Accounting and monitoring:*** Timely entry of accounting data and daily /monthly checking, monthly monitoring. 3-c. ***Tax collection:*** Improvement in tax collection efficiency, timely preparation of demand and collection register, monitoring of tax collection amount and so on. 3-d. ***Tax assessment:*** Implementation of timely re-assessment, increase in the total and average demand amount 3-e. ***Citizen participation:*** Appropriate frequency of and number of participants in WC and TLCC meeting. 3-f. ***Development planning:*** Preparation of development plans in line with the operational handbook.

The Project conducted the pilot trainings at the five pilot Paurashavas on the ten subjects, excluding two Paurashavas which receive the assistance from NOBIDEP. (Note: it was agreed that the Project would provide the training courses on the finance-related subjects for the Paurashavas under the NOBIDEP.) At the Mid-term Review, the Project decided to focus on six subjects (namely 1) budget formulation, 2) accounting and monitoring, 3) tax collection, 4) tax assessment, 5) citizen participation and 6) developement planning) to examine the Paurashavas' performance in accordance with the approval of JCC held in June 2016. Then, JICA experts set four-point scale assessment criteria in each subject to examine the capacity level of pilot Paurashavas (see Annex 13) before and after the intervention. The end-line assessment was conducted by JICA experts.

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[1] The Project also provided 19 other Paurashavas on the subjects of "Budget Formulation and Accounting" and "Tax Collection and Tax Assessment."

The comparison between the capacity at baseline and that at end-line are shown in Table 2-3 for each pilot Paurashava. As a result, all pilot Paurashavas improved their capacity in six subjects although some capacity areas of the pilot Paurashavas did not satisfy the target levels[6]. This proves that the training courses that the Project developed are very effective to improve the Paurashavas' administrative and manageable capacity. The SPGP End-line Survey Report issued in August 2017 reported that the pilot trainings and operational handbooks developed by the Project contributed to improvement of their performance according to the interview with mayors, councilors and Paurashavas' staff.

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[6] The reasons why some of the subjects did not reach the target level are attributed to the mind-set issue (the elected representatives believe that increased tax will reduce their vote and popularity) or insufficient number of staff at the Paurashavas according to the SPGP End-line Survey Report.

Table 2-3 The level of pilot Paurashavas' capacity in each subject (1)

Subject	Indicator*1		Bakerganj		Sengarchar		Atgharia		Shailkupa		Target
			Base	End	Base	End	Base	End	Base	End	
3-a. Budget formulation	a-1	Preparation of a budget document following rules and regulation	1	4	2	4	1	4	4	4	3
	a-2	Timely submission of a budget document	3	4	3	3	3	3	3	3	4
3-b. Accounting and monitoring	b-1	Timely entry of accounting data and daily	1	1	2	4	3	4	4	4	4
	b-2	Monthly checking (of cashbook)	2	1	4	4	4	4	4	4	4
	b-3	Monthly budget monitoring	1	3	1	3	1	3	3	3	4
3-c. Tax collection:	c-1	Improvement in tax collection efficiency	1	4	1	3	1	3	2	4	3
	c-2	Timely preparation of demand and collection register	1	3	1	2	3	4	1	4	3
	c-3	Monitoring of tax collection amount	3	4	1	2	1	4	1	4	3
3-d. Tax assessment:	d-1	Implementation of timely re-assessment	4	4	1	4	1	4	4	4	4
	d-2	Increase in the total and average demand amount*2	4	4	n/a	4	n/a	4	n/a	4	3
3-e. Citizen participation:	e-1	Formal establishment of TLCC and WCs*3	n/a	3	n/a	3	n/a	3	n/a	3	3
	e-2	Frequency of TLCC and WC meetings	1	2	1	1	1	1	1	3	3
	e-3	Quality of Meeting Minutes (M/M)	2	4	0	3	1	4	1	3	3
3-f. Development planning:	f-1	Preparation of development plans in line with the operational handbook*4	n/a	4	n/a	4	n/a	2	n/a	4	4
Average			2.00	3.15	1.70	3.15	1.90	3.31	2.70	3.69	-

Source: Project Office

*1: Each indicator set under the six subjects defines the achievement levels on a four-point scale. See Annex13 for details.

*2: Data was not available at time of baseline survey.

*3: Data was not confirmed by the official documents at time of baseline survey.

*4: A development plan was not prepared at any Paurashavas at time of baseline survey.

Table 2-3 The level of pilot Paurashavas' capacity in each subject (2)

Paurashava	Indicator*1	Kanaighat		Pakundia*5		Ulipur*5		Average		Target
		Base	End	Base	End	Base	End	Base	End	
3-a. Budget formulation	a-1 Preparation of a budget document following rules and regulation	3	4	1	4	1	1	1.86	3.57	3
	a-2 Timely submission of a budget document	1	3	3	3	1	3	2.43	3.14	4
3-b. Accounting and monitoring	b-1 Timely entry of accounting data and daily	1	2	1	1	3	1	2.14	2.43	4
	b-2 Monthly checking (of cashbook)	1	4	4	4	3	4	3.14	3.57	4
	b-3 Monthly budget monitoring	1	4	1	1	1	1	1.29	2.57	4
3-c. Tax collection:	c-1 Improvement in tax collection efficiency	1	4	2	4	1	4	1.29	3.71	3
	c-2 Timely preparation of demand and collection register	1	1	1	1	1	1	1.29	2.29	3
	c-3 Monitoring of tax collection amount	1	1	1	1	1	2	1.29	2.57	3
3-d. Tax assessment:	d-1 Implementation of timely re-assessment	4	4	4	3	4	4	3.14	3.86	4
	d-2 Increase in the total and average demand amount*2	n/a	n/a	n/a	n/a	n/a	3	n/a	3.80	3
3-e. Citizen participation:	e-1 Formal establishment of TLCC and WCs*3	n/a	3	-	-	-	-	n/a	3.00	3
	e-2 Frequency of TLCC and WC meetings	1	3	-	-	-	-	1.00	2.00	3
	e-3 Quality of Meeting Minutes (M/M)	1	3	-	-	-	-	1.00	3.40	3
3-f. Development planning:	f-1 Preparation of development plans in line with the operational handbook*4	n/a	4	-	-	-	-	n/a	3.60	4
Average		1.50	3.08	2.00	2.44	1.78	2.40	-	-	-

Source: Project Office

*1: Each indicator set under the six subjects defines the achievement levels on a four-point scale. See Annex 13 for details.
*2: Data was not available at time of baseline survey.
*3: Data was not confirmed by the official documents at time of baseline survey.
*4: A development plan was not prepared at any Paurashavas at time of baseline survey.
*5: Since these two Paurashavas receive the assistance from NOBIDEP, the Project did not provide the pilot trainings to them except these on subjects related to Finance.

Overall Assessment for Output 3

As mentioned above, the administrative and manageable capacity of the pilot Paurashavas have been enhanced through the pilot trainings. It can be concluded that the Project satisfies the targets for Output 3 in light of the indicators. On the other hand, the follow-up activities in pilot Paurashavas on four subjects, namely Monitoring of Paurashava's Activities, Master Plan Implementation, Streets and Drainage could not be carried out by the end of the cooperation term since the preparation of handbooks took time more than its original plan due to the six-month prohibition on the JICA experts to enter Bangladesh in 2016 as described in "Indicator 2-a".

2-3. Prospects of Achieving the Project Purpose

[To be partially achieved]

Narrative Summary	Paurashava capacity development framework is established.
Objectively Verifiable Indicators	a. A mid-long term strategy for Paurashava governance improvement and its action plan are officially approved and circulated. b. A budget for the implementation of the strategy is estimated and a plan to secure the budget is presented. c. A methodology with formats to monitor the implementation of the strategy is clarified. d. A plan to share good practices of pilot Paurashavas with other Paurashavas is presented.

<Indicator a. A mid-long term strategy for Paurashava governance improvement and its action plan are officially approved and circulated.>

After the finalization of the NSPGI (as described in "Indicator 1-a"), LGD approved the NSPGI in June 2016. Since its approval, the Project planned to organize an NSPGI's dissemination seminar; however, the Project encountered difficulty in arranging the date to organize it due to the prohibition on the JICA experts to enter Bangladesh in the latter half of 2016 and tight schedule of project counterparts. Currently, the Project plans to hold a dissemination seminar by the end of 2017, inviting relevant stakeholders such as mayors of Paurashavas and other relevant government agencies besides the training providing agencies of NILG, LGED and DPHE. It is also expected that LGD will circulate the NSPGI through any official notices such as a government gazette just after the completion of printing the NSPGI.

With regard to the action plans at the central level, those of LGD, NILG and LGED are still in preparation at this moment or need to be elaborated. Therefore, it seems difficult that those action plans will be approved by the NSPGI Implementation Committee by the end of the cooperation term. At the Paurashava level, the Paurashavas Action Plans in the pilot Paurashavas were already developed and the activities have been monitored by the Project. By the end of the cooperation term, it is expected that the LGD will approve introduction of Paurashavas Action Plan and its monitoring methodology developed by the Project and issue a government notice for a nationwide dissemination.

Now the important point is how the specific actions and schedule to disseminate the Paurashava Action Plan will be clarified. Considering the remaining period, it seems difficult to officially make decisions on this matter.

<Indicator b. A budget for the implementation of the strategy is estimated and a plan to secure the budget is presented.>

The budget necessary for implementation of the NSPGI, namely the budget for infrastructure improvement, training for Paurashavas and an increase in the number of officers/staff, was estimated and presented in the NSPGI. The specific amount required for next five year for the trainings on subjects related to finance was also presented by JICA expert team to NILG. On the other hand, the budget for trainings on all subjects developed by the Project have not been estimated nor included in the respective action plans yet. Moreover, these action plans with estimated budget need to be presented to LGD or the NSPGI Implementation Committee in order to acquire the budget.

<Indicator c. A methodology with formats to monitor the implementation of the strategy is clarified.>

The formats to monitor Paurashavas' performance is already specified and utilized at the pilot Paurashavas. Officials of a pilot Paurashava recognized that the developed methodology and formats were good tools to monitor their performance[7]; however, it should be noted that they mentioned the training how to use them were very important to follow the methodology and fully utilize the monitoring formats. The methodology and formats to monitor the trainings provided by NILG and LGED and to monitor LGD's action plan are still in preparation along with their action plans and seems difficult to complete them by the end of cooperation term.

<Indicator d. A plan to share good practices of pilot Paurashavas with other Paurashavas is presented.>

At the time of the Terminal Evaluation, two cases of good practices are identified on the subjects of Finance and Citizen Participation respectively. One more good practice on Finance will be compiled in the remaining cooperation term. Good practices have to be collected through the follow-up activities at the pilot Paurashavas, but these activities on other subjects have been delayed and seems not to be collected by January 2018. The Project has a plan to incorporate the identified good practices into relevant operational handbooks and contents of trainings, and disseminate them to other Paurashavas through the trainings.

Overall Assessment of the Project Purpose

The strategy for Paurashava capacity development was developed for the first time in Bangladesh in the consultation with the relevant stakeholders. Therefore, it can be said that the Project has been laying a foundation for Paurashavas' capacity development during the project period. Also, the pilot Paurashavas assessed the Paurashava Action Plan introduced and utilized in the pilot Paurashavas as a very useful method to monitor their own performance. On the other hand, the action plans of the NSPGI's implementation, namely action plans of LGD, NILG and LGED are still in preparation.

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[7] According to the interview with a pilot Paurashava.

Therefore, the Terminal Evaluation Team concluded that the Project Purpose is still on the way to achieving the set targets.

2-4. Implementation Process

To date, the Joint Coordinating Committee (JCC) was held once at the time of the Mid-term Review in 2016, although it was supposed to be organized twice a year to approve an annual work plan, review overall implementation progress and conduct monitoring and evaluation. Over the course of the Project, a position of Project Manager has been vacant and the Project Director, a Deputy Secretary of LGD, has to take all responsibilities of the project management as a Bangladeshi counterpart. JICA experts have primarily monitored the project progress, shared the information and discussed the future activities and major issues individually with LGD, NILG and LGED. In April 2017, the first PIC was held to discuss the function and members of NSPGI Steering Committee and Implementation Committee.

Overall communication between JICA experts and Bangladeshi counterparts has been at the acceptable level. The busy schedule of LGD officials has limited the deeper level of communication between them. Also, during the project implementation, frequent occurrence of Oborodhs (barricading of roads by opposition forces) and Hartals (General Strike), local election held in 2015 and the half year interruption since July 2016 due to the security reason in Bangladesh caused the delay of the project activities.

2-5. Actions taken in response to the recommendations made by the Mid-term Review

The Mid-term Review Team made recommendations in June 2016 and the actions taken in response to these recommendations were shown as below.

Recommendations made by the Mid-term Review	Action taken by the Project
(1) Proposal of revision of the PDM	• The PDM was revised in accordance with the recommendations and approved in 29 June 2016.
(2) Establishment of implementation structure and formulating Action Plans	• The action plans of LGD, NILG and LGED are still in preparation or in the process of elaboration. • Along with the detailed action plans, it is expected the monitoring methods of each action plan are clarified.
(3) Consideration for monitoring and evaluation (Develop effective and feasible M&E methodology with formats taking into account of utilizing the existing system of inspection of LGD)	• Although the monitoring and evaluation mechanism is identified in the NSPGI in alignment with the existing reporting system, the feasibility and effectiveness have not been carefully examined yet.
(4) Necessity for review and revision of rules and regulations related with Paurashava	• Although the rules and regulations necessary to revise or newly framed are identified by the Project, the

Recommendations made by the Mid-term Review	**Action taken by the Project**
administration	discussion on this issue has not been made between JICA experts and LGD due to their busy schedule.
(5) Consideration on establishment of nationwide training system	• It is expected that LGD will endorse the developed operational handbooks after LGD's review and finalization of them. The timing of endorsement will be estimated based on the progress of finalization as stated in "2-2 Achievement of Outputs". • Appropriate and feasible approach of nationwide training as well as enhancement of the quantity and quality of training providers are still under consideration.
(6) Promoting the results of the Project in coordination with other activities	• The Project has a plan to organize a dissemination seminar of the NSPGI by the end of year 2017. Through this, the results of the Project will be shared with other development partners. • The operational handbooks on financial-related subjects are already utilized in NOBIDEP. • The operational handbooks are referred in other development partners.

3. Evaluation Results by Five Criteria[8]

3-1. Relevance

The relevance of the Project is assessed as high.

Consistency with the policies of the Government of Bangladesh (GOB)

- "Perspective Plan of Bangladesh 2010-2021: making vision 2021 a reality" issued in April 2012 set a goal of becoming a middle-income nation by 2021, alleviating poverty in the country. It also included sound infrastructure in development proprieties to achieve vision 2021. Then, it identified urban challenges which means that the public service has not been provided along with the rapid urbanization. Therefore, it stressed the importance of providing the basic infrastructure and public services.
- The Seventh Five-year Plan (2016/17 - 2020/21) also recognizes the importance of urban development as one of the seventh plan's core targets and addressed the strategy for local government and rural development, which includes the capacity development of local administration.
- Since the Project has been implemented with the aim of establishing capacity development framework of Paurashavas, the Project is aligned with these policies of GOB.

Consistency with the policies of the Government of Japan

- The Project is in line with the policies of the Government of Japan. The Japan's Country Assistance Program for Bangladesh issued in 2012 states that Japan will make sure that its assistance in any sector will contribute to strengthening government functions and improving administrative services for enhancing governance.
- The JICA's Rolling Plan for Bangladesh as of April 2014 identifies the administrative capacity improvement as one of the development issues to be addressed. The Project falls under the JICA's Administrative Capacity Improvement Programme, which aims to strengthen Paurashava Governance.

Needs of the Bangladesh's target groups

- Legally, Paurashavas are responsible for providing various public service but they have confronted lack of funds/budget, which has limited them to increase personnel and provide good service. The administrative and manageable capacity of elected representatives and officials/staff of Paurashavas has also been limited, and they have not been able to deliver good public services based on the mid or long-term viewpoints or community's needs. To tackle these challenges, the strong needs to enhance the capacity of Paurashavas have been recognized. To enhance their capacity, it was necessary to enhance the function of central government bodies since there was not specific strategy and framework of capacity enhancement of Paurashavas. Moreover, the training components, which have been provided by central government bodies such as NILG and LGED, needed to be enhanced to meet the needs of Paurashavas.

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[8] Judged on a scale from "High," "Relatively High," "Moderate (there were some issues)," "Relatively Low," to "Low".

The project scope covers development of Paurashavas' capacity improvement and specific action plan addressing the implementation structure and development of training courses for Paurashavas. Therefore, the Project is consistent with the needs of Bangladesh target groups.

Appropriateness of project design

The achievement levels of some indicators in the PDM were lowered from the original PDM based on the recommendation from the Mid-term review. Considering the set targets of the original PDM were too ambitious to be achieved within the four-year cooperation period, this revision of the Project design would be appropriate.

3-2. Effectiveness

The effectiveness of the Project is assessed as moderate.

- As explained in "2-3 Prospects of Achieving the Project Purpose", it can be concluded that the Project has been laying a foundation for Paurashava capacity development framework; on the other hand, its purpose is still underway to achieve the targets set in the PDM.
- The reasons affecting to the achievement level of the Project Purpose are attributed to the factors interfering with the project progress and level of achievement of Project Outputs, which will be described in "3-3 Efficiency".
- The three Outputs have been directly leading to the fulfillment of the Project Purpose. The important assumption (external factors) set in PDM, "GOB's policy regarding capacity development of LGIs including Paurashavas is maintained", is secured.

3-3. Efficiency

The efficiency of the Project is assessed as moderate.

- As described in "2-2. Achievement of Outputs", the Project has been producing the expected outputs; however, Output 1 and Output 2 are still on the way to achieving the targets. Particularly, institutional arrangement for implementation of NSPGI (Output 1) is still in the process of establishment and the Operational Handbooks on the five subjects out of ten need more time to finalize (Output 2).
- The inputs provided by the Project have been utilized for the generation of three outputs. Inputs from Japan have been appropriately provided in terms of quantity and quality. The training in Japan promoted counterparts' better understandings of how the local administration could provide good services for the citizens.
- The Project also has provided the trainings on the subjects related to finance for other Paurashavas targeted by Northern Bangladesh Integrated Development Project (NOBIDEP). This provided the Project with another opportunity to validate the training contents, operational handbook and quality of trainers. Also, this brought the benefits to other Paurashavas to enhance their capacity on tasks related to finance. Therefore, this promoted the linkage between two JICA projects.
- On the other hand, the following issues have interfered with project efficiency to date.

- Frequent occurrence of Oborodhs and Hartals, and local election held in 2015 caused some delays of project progress in the first half of cooperation period.
- The restriction of JICA experts' entering Bangladesh for six-month during 2016 also caused a delay in progress of project activities and this external factor affected the timing of providing project inputs. During this time, JICA experts fully utilized communication tools such as telephone or skype and supervise the project activities from Japan through the project's consultants and made a lot of efforts to minimize the delay of project progress.
- The position of Project Manager has been vacant throughout the project implementation. Due to this, the Project Director had to deal with all management issue and affected the delay of decision making on project activities.
- Since the Project has had difficulties in arranging regular meetings and organizing JCC due to busy schedule of Bangladeshi counterparts, the level of communication between JICA experts and Bangladeshi counterparts was not as good as expected. JICA experts made efforts to communicate individually with LGD and other supporting agencies such as LGED and NILG and have tried keeping sound project management.

3-4. Impact

The impact of the Project is judged as uncertain since there are many measures to be taken to generate project impact.

Prospects of Achieving the Overall Goal

Overall Goal of the Project is "measures for Paurashava capacity development are taken nationwide based on the mid-long term strategy". At the time of the Terminal Evaluation, the measures for nationwide implementation of NSPGI are still under consideration. To achieve the Overall Goal, the following issues/measures have to be considered or taken.

- LGD takes initiatives to organize and function the NSPGI Steering Committee and the NSPGI Implementation Committee to promote implementation of NSPGI.
- Action plans of LGD, NILG and LGED are certainly implemented with a certain budget and monitored by NSPGI Implementation Committee.
- Paurashava Action Plan needs to be formulated at all Paurashavas with a standardized format to specify the short-term goals and targets and monitor their performance.
- LGD approves all of the operational handbooks developed by the Project to provide standardized training courses for Paurashavas nationwide.
- LGD revises or newly develops some of the rules and regulations in accordance with Paurashava Act 2009 based on the list of rules and regulations which need to be revised or newly developed are already identified by the Project.
- Sufficient number of trainers for developed ten training courses are secured to extend the trainings nationwide.

Other impacts

Although there are many issues and measures for nationwide implementation of NSPGI to be considered or undertaken, there are several cases that intervention to pilot Paurashavas brought a certain level of impacts, namely improving public service.

- It was reported that all of pilot Paurashavas improved the tax collection efficiency compared the situation before and after the trainings provided by the Project (see Table 3-1). Also, the pilot Paurashava learned effective budgeting and eliminated unnecessary expenditures through careful review of accounting books. These enabled them to allocate the budget surplus to improve public service such as quick restoration work for damaged infrastructure after natural disaster.

Table 3-1 Tax Collection Efficiency in the Pilot Paurashavas

	FY 2014-15	FY 2015-16	FY 2016-17
Bakerganj	37.0%	61.6%	81.6%
Sengarchar	28.0%	61.4%	52.8%
Athagaria	37.0%	39.0%	69.7%
Shailkupa	47.6%	55.7%	78.6%
Kanaighat	75.5%	76.0%	78.2%
Pakundia	53.0%	75.2%	85.1%
Ulipur	11.0%	29.2%	84.1%

Source: Project Office

- According to the interview with a pilot Paurashava, they acquired the know-how of how to prepare a development plan. The Project emphasized the dialogue with local communities to reflect their needs in a development plan and the methods of prioritization. Before the training, this Paurashava allocated the same amount of capital budget to all wards. After the training, applying the know-how of identifying the needs of local people and prioritizing their needs based on a set of criteria, the Paurashava constructed new and relatively large road which could benefit a lot of residents in many wards. As a result, many residents were very satisfied with the service provided and the Paurashava was successful in maximizing the development effects.

Also, the extension of the training course has been observed at the central level.

- NILG has initiated an orientation course for mayors and councilors by itself to other 76 Paurashavas acquiring the additional budget of 5.1 million taka in the last fiscal year. For this training, NILG incorporated some ideas or topics applied in the training conducted by the Project into their own training. In this fiscal year, NILG has a plan to provide the orientation courses to 105 Paurashavas with 5.8 million taka. NILG also has a plan to initiate the same type of training targeting mayors and councilors of 11 City Corporations. NILG is now preparing their own handbooks for the training. In this respect, orientation course for mayors and councilors has been extended to other local governments.

Furthermore, the End-line Survey Report mentioned that the Urban Municipality Support Unit (UMSU) of LGED, which was supported by the Municipal Governance and Services Project (MGSP), introduced the computerized system for accounting and taxation at the five Paurashavas[8]. MGSP and Project interventions contributed to improvement of their capacity of accounting and tax collection/billing. In this respect, the collaboration of these projects generated a synergy effect.

3-5. Sustainability

The sustainability of the Project is assessed as uncertain.

Policy and institutional perspectives

- Policy environment in relation with capacity developement of local administration have been favorable to date. As stated in "3-1. Relevance", Perspective Plan of Bangladesh 2010-2021 and the seventh five-year development plan (2015/16-2019/20) addressed the needs and importance of capacity development and improved services along with rapid urbanization in Bangladesh. Since the National Urban Sector Policy is still under revision at BOG, it is expected that the Policy will be finalized soon to ensure the NSPGI's implementation.
- In regard to institutional perspective, Paurashava Act 2009 is the primary law to stipulate the roles and responsibilities of Paurashavas in Bangladesh. It is necessary that some of the rules and regulations will be amended or newly developed in accordance with Paurashava Act 2009.
- As described in "3-4 Impact", the following points will ensure the institutional sustainability of the Project.
  - ➢ Incorporation of the training courses developed by the Project into the annual training plan of NILG and LGED
  - ➢ LGD's approval on all operational handbooks
  - ➢ LGD's approval on Paurashava Action Plan and monitoring formats

Financial/organisational perspective

<Financial perspective>

- The financial sustainability of the Project is uncertain.
- The NSPGI presented the estimated budget necessary for its implementation, which was comprised of the budget/funds for 1) training implementation, 2) improvement of infrastructure and 3) an increase in the number of officials/staff of Paurashavas. Whether the necessary budget is secured largely depends on the decision made by the NSPGI Steering Committee and the NSPGI Implementation Committee.
- The best way to secure the budget for the trainings will be to incorporate the training courses developed by the Project into the annual training plan of NILG and LGED respectively. This can also secure the budget for trainers (especially in case that consultants are hired), revision of operational handbooks and printing of revised ones for nationwide extension.

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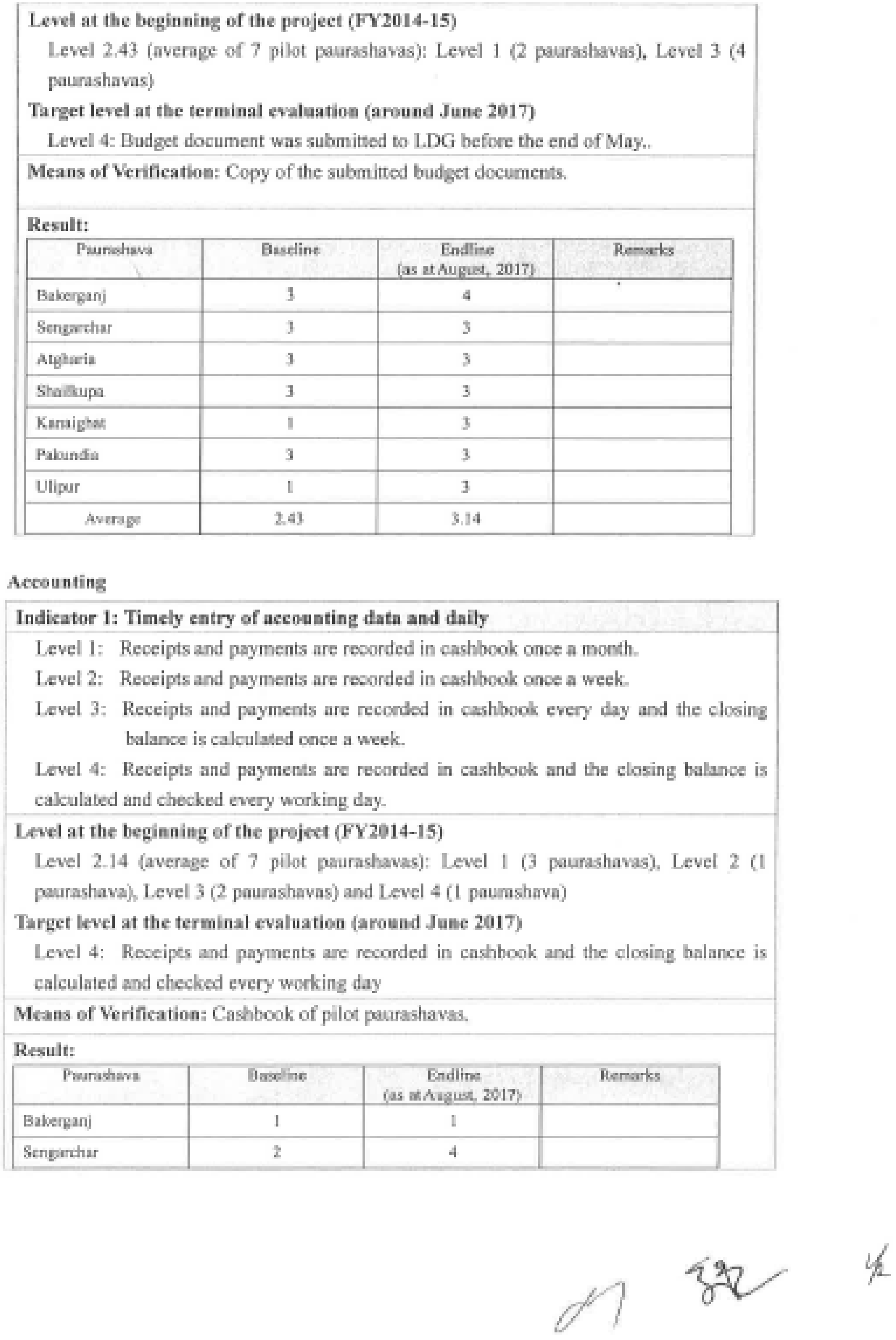
[8] Bakerganj, Sengarchar, Atgharia, Shailkupa and Kanaighat Paurashavas



Level at the beginning of the project (FY2014-15)

Level 2.43 (average of 7 pilot paurashavas): Level 1 (2 paurashavas), Level 3 (4 paurashavas)

Target level at the terminal evaluation (around June 2017)

Level 4: Budget document was submitted to LDG before the end of May..

Means of Verification: Copy of the submitted budget documents.

Result:

Paurashava	Baseline	Endline (as at August, 2017)	Remarks
Bakerganj	3	4	
Sengarchar	3	3	
Atgharia	3	3	
Shailkupa	3	3	
Kanaighat	1	3	
Pakundia	3	3	
Ulipur	1	3	
Average	2.43	3.14	

Accounting

Indicator 1: Timely entry of accounting data and daily

Level 1: Receipts and payments are recorded in cashbook once a month.

Level 2: Receipts and payments are recorded in cashbook once a week.

Level 3: Receipts and payments are recorded in cashbook every day and the closing balance is calculated once a week.

Level 4: Receipts and payments are recorded in cashbook and the closing balance is calculated and checked every working day.

Level at the beginning of the project (FY2014-15)

Level 2.14 (average of 7 pilot paurashavas): Level 1 (3 paurashavas), Level 2 (1 paurashava), Level 3 (2 paurashavas) and Level 4 (1 paurashava)

Target level at the terminal evaluation (around June 2017)

Level 4: Receipts and payments are recorded in cashbook and the closing balance is calculated and checked every working day

Means of Verification: Cashbook of pilot paurashavas.

Result:

Paurashava	Baseline	Endline (as at August, 2017)	Remarks
Bakerganj	1	1	
Sengarchar	2	4	

Atgharia	3	4	
Shailkupa	4	4	
Kanaighat	1	2	
Pakundia	1	1	
Ulipur	3	1	
Average	2.14	2.43	

Indicator 2: Monthly checking (of cashbook)

Level 1: Closing balance of each account was not calculated.

Level 2: Closing balance of each account was calculated every quarter.

Level 3: Closing balance of each account was calculated at the end of every month, but unsettled checks paid were not adjusted.

Level 4: Closing balance of each account was calculated at the end of every month, adjusting the amount of unsettled checks paid.

Level at the beginning of the project (FY2014-15)

Level 3.14 (average of 7 pilot paurashavas): Level 1 (1 paurashava), Level 2 (1 paurashava), Level 3 (1 paurashava) and Level 4 (4 paurashavas)

Target level at the terminal evaluation (around June 2017)

Level 4: Closing balance of each account was calculated at the end of every month, adjusting the amount of unsettled checks paid.

Means of Verification: Cashbook of pilot paurashavas.

Result:

Paurashava	Baseline	Endline (as at August, 2017)	Remarks
Bakerganj	2	1	
Sengarchar	4	4	
Atgharia	4	4	
Shailkupa	4	4	
Kanaighat	1	4	
Pakundia	4	4	
Ulipur	3	4	
Average	3.14	3.57	

Indicator 3: Monthly budget monitoring

Level 1: Budget execution amount of each account (revenue account and development account) in total was calculated every quarter.

Level 2: Budget execution amount of each account (revenue account and development account) in total was calculated every month.

Level 3: Budget execution amount of each budget head was calculated every quarter.

Level 4: Budget execution amount of each budget head was calculated every month.

Level at the beginning of the project (FY2014-15)

Level 1.29 (average of 7 pilot paurashavas): Level 1 (6 paurashavas), Level 3 (1 paurashava)

Target level at the terminal evaluation (around June 2017)

Level 4: Budget execution amount of each budget head was calculated every month..

Means of Verification: Quarterly and Annual Statement of pilot paurashavas.

Result:

Paurashava	Baseline	Endline (as at August, 2017)	Remarks
Bakerganj	1	3	
Sengarchar	1	3	
Atgharia	1	3	
Shailkupa	3	3	
Kanaighat	1	4	
Pakundia	1	1	
Ulipur	1	1	
Average	1.29	2.57	

Tax collection

Indicator 1: Improvement in tax collection efficiency

Level 1: Tax collection efficiency is smaller than 50%.

Level 2: Tax collection efficiency is more than 50%.

Level 3: Tax collection efficiency is more than 60%.

Level 4: Tax collection efficiency (Arrear and current collection / arrear and current demand) is more than 75%.

Level at the beginning of the project (FY2014-15)

Level 1.33 (average of 6 pilot paurashavas): Level 1 (4 paurashavas), Level 2 (2 paurashavas)

Target level at the terminal evaluation (around June 2017)

Level 3: Tax collection efficiency is more than 60%..

Means of Verification: Quarterly and Annual Statement of tax collection, Tax collection amount and efficiency monitoring table, and interview

Result:

Paurashava	Baseline	Endline (as at August, 2017)	Remarks

Bakerganj	1	4	81.58%
Sengarchar	1	3	52.78%
Atgharia	1	3	69.73%
Shailkupa	2	4	78.58%
Kanaighat	1	4	78.18%
Pakundia	2	4	85.11%
Ulipur	1	4	84.12%
Average	1.29	3.71	

Indicator 2: Timely preparation of demand and collection register

Level 1: Demand and collection register of the new fiscal year is prepared after more than one month from the beginning of the fiscal year.

Level 2: Demand and collection register of the new fiscal year is prepared within one month from the beginning of the fiscal year.

Level 3: Demand and collection register of the new fiscal year is prepared within 2 weeks from the beginning of the fiscal year.

Level 4: Demand and collection register of the new fiscal year is prepared within 7 days from the beginning of the fiscal year.

Level at the beginning of the project (FY2014-15)

Level 1.29 (average of 7 pilot paurashavas): Level 1 (6 paurashavas), Level 3 (1 paurashava)

Target level at the terminal evaluation (around June 2017)

Level 3: Demand and collection register of the new fiscal year is prepared within 2 weeks from the beginning of the fiscal year.

Means of Verification: Demand and collection register and Interview

Result:

Paurashava	Baseline	Endline (as at August, 2017)	Remarks
Bakerganj	1	3	
Sengarchar	1	2	
Atgharia	3	4	
Shailkupa	1	4	
Kanaighat	1	1	
Pakundia	1	1	
Ulipur	1	1	
Average	1.29	2.29	

Indicator 3: Monitoring of tax collection amount

Level 1: Tax collection amount is compiled, but not every month (every quarter or every year).

Level 2: Tax collection amount is compiled every month, but not for each ward, and not for arrear and current demand.

Level 3: Arrear tax collection and current tax collection is compiled every month, but not for each ward.

Level 4: Arrear tax collection and current tax collection of each ward is compiled every month.

Level at the beginning of the project (FY2014-15)

Level 1.29 (average of 7 pilot paurashavas): Level 1 (6 paurashavas), Level 3 (1 paurashava)

Target level at the terminal evaluation (around June 2017)

Level 3: Arrear tax collection and current tax collection is compiled every month, but not for each ward.

Means of Verification: Quarterly and Annual Statement of tax collection, Tax collection amount and efficiency monitoring table, and interview

Result:

Paurashava	Baseline	Endline (as at August, 2017)	Remarks
Bakerganj	3	4	
Sengarchar	1	2	
Atgharia	1	4	
Shailkupa	1	4	
Kanaighat	1	1	
Pakundia	1	1	
Ulipur	1	2	
Average	1.29	2.57	

Tax assessment

Indicator 1: Implementation of timely re-assessment

Level 1: Tax demand amounts are not updated; Re-assessment was completed more than 7 years after the previous assessment.

Level 2: Tax demand amounts are not updated; Re-assessment has not been completed more than 6 years but expected to be completed within 7 years after the previous assessment.

Level 3: Tax demand amounts are not updated; Re-assessment has not been completed for more than 5 years but expected to be completed within 6 years after the previous assessment.

Level 4: Tax demand amounts are updated; Re-assessment of all holding in the Paurashava was completed within 5 years after the previous assessment.

Level at the beginning of the project (FY2014-15)

Level 3.14 (average of 7 pilot paurashavas): Level 1 (2 paurashavas) and Level 4 (5 paurashavas)

Target level at the terminal evaluation (around June 2017)

Level 4: Tax demand amounts are updated; Re-assessment of all holding in the Paurashava was completed within 5 years after the previous assessment.

Means of Verification: Demand and collection register, Assessment list and Interview

Result:

Paurashava	Baseline	Endline (as at August, 2017)	Remarks
Bakerganj	4	4	
Sengarchar	1	4	
Atgharia	1	4	
Shailkupa	4	4	
Kanaighat	4	4	
Pakundia	4	3	
Ulipur	4	4	
Average	3.14	3.86	

Indicator 2: Increase in the total and average demand amount

Level 1: Total Demand amount did not increase more than 10% in five years.

Level 2: Total Demand amount has increased more than 10% in five years.

Level 3: Total Demand amount has increased more than 25% in five years.

Level 4: Total Demand amount has increased more than 50% in five years (from the previous re-assessment to the last re-assessment).

Level at the beginning of the project (FY2014-15)

N/A: One paurashava completed re-assessment on FY 2014/15 and the average demand increased by 75%. Other paurashavas have not completed re-assessment yet.

Target level at the terminal evaluation (around June 2017)

Level 3: Total Demand amount has increased more than 25% in five years.

Means of Verification: Demand and collection register, Assessment list and Interview

Result:

Paurashava	Baseline	Endline (as at August, 2017)	Remarks
Bakerganj	4	4	
Sengarchar	N/A	4	
Atgharia	N/A	4	
Shailkupa	N/A	4	
Kanaighat	N/A	N/A	
Pakundia	N/A	N/A	
Ulipur	N/A	3	
Average	N/A	3.80	

2. Citizen participation

Indicator 1: Formal establishment of TLCC and WCs

Level 1: No or part of WCs are established in each pilot Paurashava.

Level 2: All of WCs are officially established in each pilot Paurashava.

Level 3: TLCC and all WCs are officially established in each pilot Paurashava.

Level at the mid term evaluation (February 2016):

Level 1: TLCC and all WCs in the five pilot Paurashavas are not confirmed to be established officially.

Target level at the terminal evaluation (around June 2017)

Level 3: TLCC and all WCs are officially established in the five pilot Paurashavas.

Means of Verification: M/M of the Paurashava Parishad to record the approval of TLCC and WC member lists

Result

Paurashava	Baseline	Endline (as at Aug. 2017)	Remarks (Supplementary information as at Baseline survey)
Atgharia	N.A.	Level 3	Although there are no evidence documents, it was informed that WCs were organized and TLCC was not established as of June 2015.
Bakerganj	N.A.	Level 3	Although there are no evidence documents, it was informed that TLCC and WCs were organized as of June 2015.
Kanaighat	N.A.	Level 3	Although there are no evidence documents, it was informed that WCs were organized and TLCC was not established as of June 2015.
Sengarchar	N.A.	Level 3	Although there are no evidence documents, it was informed that TLCC and WCs were organized as of June 2015.

Paurashava	Baseline	Endline (as at Aug. 2017)	Remarks (Supplementary information as at Baseline survey)
Shailkupa	N.A.	Level 3	Although there are no evidence documents, it was informed that TLCC and WCs were organized as of June 2015.
Average	N.A.	Average 3.0	

Indicator 2: Frequency of TLCC and WC meetings

Level 1: TLCC and/or some WCs hold an official meeting one time during one year after the establishment of respective TLCC and WCs.

Level 2: TLCC and all WCs hold an official meeting one time during one year after the establishment of respective TLCC and WCs.

Level 3: TLCC and all WCs hold an official meeting two times during one year after the establishment of respective TLCC and WCs.

Level 4: TLCC and all WCs hold an official meeting four times and over during one year after the establishment of respective TLCC and WCs.

Level at the mid term evaluation (February 2016):

Level 1: TLCC and all WCs in the five pilot Paurashavas were not confirmed to hold an official meeting.

Target level at the terminal evaluation (around June 2017)

Level 3: TLCC and all WCs hold an official meeting two times during one year after the establishment of respective TLCC and WCs.

Means of Verification: Number of TLCC and WC meetings held and their participants recorded in M/M. If the number of meeting participants doesn't reach a quorum, such a meeting is unofficial and not counted.

Quorum - 50 % of total TLCC official members: TLCC official number is fixed by each Paurashava Parishad to be equal to or less than 50.

- 50% of total WC official members: WC official number is fixed by each Paurashava Parishad to be equal to or less than 10.

Result

Paurashava	Baseline	Endline (as at Aug. 2017)	Remarks (Supplementary information as at Baseline survey)
Atgharia	Level 1	Level 1 (Average frequency 0.1)	It was informed that WC and TLCC meetings were not held as of June 2015.
Bakerganj	Level 1	Level 2 (Average frequency 1.1)	It was informed that WC and TLCC meetings were not held as of June 2015.
Karaighat	Level 1	Level 3 (Average frequency	It was informed that WC and TLCC

Paurashava	Baseline	Endline (as at Aug. 2017)	Remarks (Supplementary information as at Baseline survey)
		3.1)	meetings were not held as of June 2015.
Sengarchar	Level 1	Level 1 (Average frequency 0.2)	It was informed that WC and TLCC meetings were not held as of June 2015.
Shailkupa	Level 1	Level 3 (Average frequency 3.3)	It was informed that WC and TLCC meetings were not held as of June 2015.
Average	Level 1	Level 2 (Average frequency1.6)	

Note: Above average frequency is calculated based on the results from June 2016 to June 2017.

Following results are not yet confirmed. The translation of MMs is still in process and is expected to be finished by Aug.31.

3. Development planning

Indicator: Preparation of development plans in line with the operational handbook

Level 1: A Ward-level priority project/activity list is prepared through an open meeting in each pilot Paurashava.

Level 2: In addition to the Level 1 achievement, a situation assessment and estimation of available financial resources are conducted in each pilot Paurashava.

Level 3: In addition to the level 2 achievement, a draft development plan is discussed in a TLCC meeting in each pilot Paurashava.

Level 4: A draft development plan is approved in the Council of each pilot Paurashava and submitted to the Ministry for approval.

Level at the mid term evaluation (February 2016):

N.A. (The preparation process was not started.)

Target level at the terminal evaluation (around June 2017)

Level 4: A draft development plan is approved in the Council of each pilot Paurashava and submitted to the Ministry for approval.

Means of Verification: Field activity reports, final drafts of development plans, minutes of the TLCC meeting, and minutes of the Council meeting.

Result:

Paurashava	Baseline	Endline (as at August, 2017)	Remarks
Atgharia	N.A.	Level 2	The planning process started 10 month later than in other Paurashavas because of the election schedule and a delay of project activities after the terrorist attach incident.

Bakerganj	N.A.	Level 4	
Kanaighat	N.A.	Level 4	
Sengarchar	N.A.	Level 4	
Shailkupa	N.A.	Level 4	
Average	N.A.	3.6	

<Organizational perspective>

- The organizational sustainability of the Project is also uncertain.
- The main point to ensure the organizational sustainability is whether the mechanism of NSPGI implementation will function. In other words, it is very important that the NSPGI Steering Committee and the NSPGI Implementation Committee will be organized and function. It largely depends on a LGD's initiative.
- The mechanism of monitoring and evaluation of Paurashavas' performance is specified in the NSPGI, in which Directors of Local Government (DLG) at the division level and Deputy Directors of Local Government (DDLG) at the district are responsible for this task and reporting to LGD. Although this mechanism is defined in the NSPGI, it is still uncertain how monitoring and evaluation of Paurashavas' performance will be carried out in practice. It depends on discussion and decision to be made by the NSPGI Implementation/Steering Committees.

Technical perspective

- There are some issues to ensure the technical sustainability.
- Through the project activities, the contents and tools for nationwide implementation of the training for Paurashavas have been developed. Yet, the number of trainers is still on the way to development in all ten subjects. Moreover, several core trainers in some subjects need to be developed for teaching and leading other trainers to support nationwide implementation.
- Officials of NILG and LGED have been involved in developing and revising operational handbooks, trainers of trainings and follow-up activities in the pilot Paurashavas. These accumulated experiences enable them to have sufficient know-how to revise or upgrade training contents and operational handbooks in the future.
- Moreover, NILG and LGED have sufficient experience to organize the trainings already.

3-6. Conclusion

In sum, the Project is still underway to establish Paurashava capacity development framework. The Project successfully developed the NSPGI training courses and operational handbooks. On the other hand, there are several remaining activities or measures to be taken to ensure the establishment of its framework.

The Project highly met the needs of Bangladesh target groups and the Project is aligned with the policies of the Governments of Bangladesh and Japan. Also, revision of indicators at the Mid-term Review would be appropriate. Therefore, the project relevance was assessed as high. The effectiveness and efficiency are judged as moderate since several factors interfering with the project progress were identified and those have affected the achievement level of the project outputs. The Terminal Evaluation Team observed various impacts such as improvement of performance or public services delivered in the pilot Paurashavas. On the other hand, there are many issues/measures which need to be considered/taken for implantation of the NSPGI. Therefore, the impact was assessed as uncertain. The Terminal Evaluation Team identified conditions and measures to ensure the project sustainability and most of the issues to ensure the sustainability depend on initiatives, discussion, or decision made by the NSPGI Steering. Therefore, the sustainability is judged as uncertain. In sum, the Terminal Evaluation Team concluded that the Project Purpose and the Outputs are still on the way to achieving the targets set in the PDM and the Project needs to take measures following the recommendations to be described in "4. Recommendations" to fulfill the Project Purpose and ensure nationwide implementation of NSPGI.

4. Recommendations

The Terminal Evaluation Team recommended that the project period be extended until September 2018 to strengthen institutional arrangement for NSPGI implementation and further enhancement of foundation for Paurashavas capacity development. The following measures need to be taken. Based on these recommendations, the Terminal Evaluation Team proposed revised PDM as attached Annex 4.

4-1.Measures to be taken by the end of the extended Project period

(1) Issuing an official notification of the NSPGI

It is recommended that the official notification of NSPGI such as a government gazette would be issued and circulated for its implementation and formulation of action plans as soon as publicizing NSPGI. As part of notification, it is agreed that LGD in collaboration with JICA experts hold a dissemination seminar of the NSPGI inviting relevant government agencies, Paurashavas and development partners, right after its publicizing.

(2) Organizing the NSPGI Steering Committee and the NSPGI Implementation Committee

Just after the official notification of NSPGI, the NSPGI Steering Committee and the NSPGI Implementation Committee should be officially established and hold meetings for discussing the following issues:

- Clarification of roles and responsibilities of relevant government agencies for implementation of NSPGI
- Formulation of LGD Action Plan for implementation of NSPGI
- Revision or new development of rules and regulations in aligned with Paurashava Act 2009 for implementation of LGD Action Plan with specific time frame prepared by LGD
- Defining format and approval process of Paurashava Action Plan
- Planning to secure the budget for implementation of Action Plans of LGD NILG, LGED and Paurashavas
- Development of monitoring mechanism for implementation of NSPGI and Action Plans of LGD NILG, LGED and Paurashavas

(3) Approval and circulation of the operational handbooks

As mentioned in "(2) Output 2" under "2-2. Achievement of Outputs," the operational handbooks on five subjects are to be finalized and these on other five subjects are difficult to be completed by

January 2018. The Project should finalize the operational handbooks on all ten subjects by the end of the extended Project period. LGD should approve the finalized handbooks and circulate them among all Paurashavas, which would be a critical milestone for conducting Paurashava training nationwide.

(4) Extension of Paurashava training as well as development of trainers

As indicated in 3-5. Sustainability, several core trainers in some subjects need to be developed for teaching and leading other trainers to support nationwide implementation. Therefore, it is recommended that the Project conduct on the job training of trainers through supporting their training delivery to the other Paurashava than the pilot ones in the extension period.

4-2.Measures to be taken after the end of the extended Project period (September 2018) for securing sustainability and nationwide dissemination of the Project effects

(1) Implementation of LGD Action Plan

LGD Action Plan will be formulated by accommodating the result of discussions in the NSPGI Steering Committee and the NSPGI Implementation Committee. LGD's initiative is highly required to take actions in the Plan for tackling the issues mentioned in 4-1 (2).

(2) Nationwide dissemination of Paurashava's Action Plans

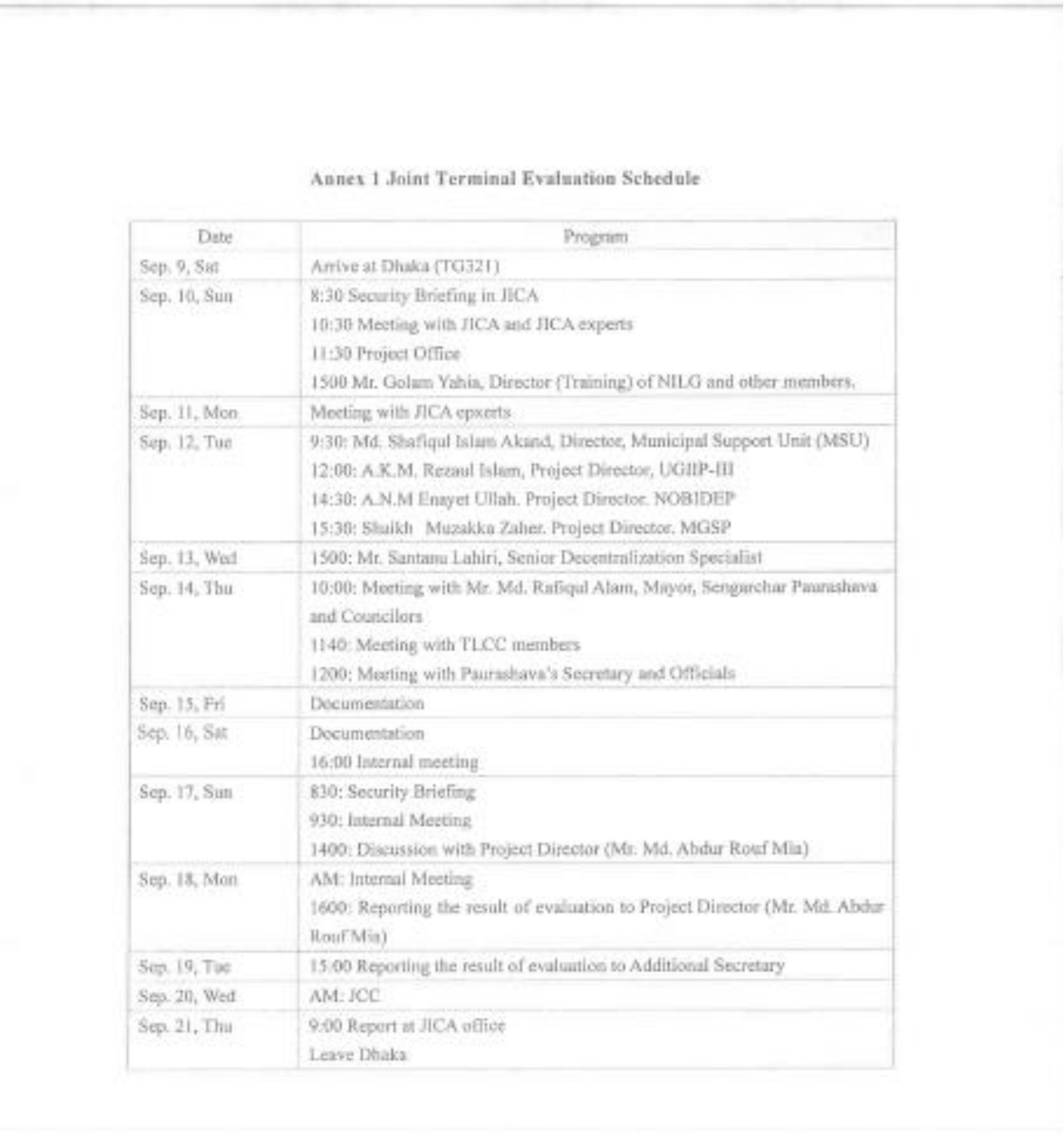
After setting approval process and monitoring mechanism of Paurashava Action Plan with specific formats in the NSPGI Steering Committee and the NSPGI Implementation Committee, LGD should notify them to all Paurashava and encourage them to prepare their Action Plans. DLGs and DDLGs should support and monitor Paurashava performance with clear roles and responsibilities.

(3) Nationwide implementation of trainings developed by the Project

Even though the Project will support conducting training to extended number of Paurashava, it is difficult to cover all the Paurashava. Therefore, LGD's arrangement for implementation of Paurashava training nationwide is indispensable. It is also recommended that the developed training courses by the Project be integrated into the annual training plans of NILG and LGED respectively. LGD will be required to secure the budget incorporated in their annual plans through endorsement of the NSPGI Steering Committee and the NSPGI Implementation Committee.

End

ANNEX



Annex 1 Joint Terminal Evaluation Schedule

Date	Program
Sep. 9, Sat	Arrive at Dhaka (TG321)
Sep. 10, Sun	8:30 Security Briefing in JICA 10:30 Meeting with JICA and JICA experts 11:30 Project Office 1500 Mr. Golam Yahia, Director (Training) of NILG and other members.
Sep. 11, Mon	Meeting with JICA epxerts
Sep. 12, Tue	9:30: Md. Shafiqul Islam Akand, Director, Municipal Support Unit (MSU) 12:00: A.K.M. Rezaul Islam, Project Director, UGIIP-III 14:30: A.N.M Enayet Ullah. Project Director. NOBIDEP 15:30: Shaikh Muzakka Zaher. Project Director. MGSP
Sep. 13, Wed	1500: Mr. Santanu Lahiri, Senior Decentralization Specialist
Sep. 14, Thu	10:00: Meeting with Mr. Md. Rafiqul Alam, Mayor, Sengarchar Paurashava and Councilors 1140: Meeting with TLCC members 1200: Meeting with Paurashava's Secretary and Officials
Sep. 15, Fri	Documentation
Sep. 16, Sat	Documentation 16:00 Internal meeting
Sep. 17, Sun	830: Security Briefing 930: Internal Meeting 1400: Discussion with Project Director (Mr. Md. Abdur Rouf Mia)
Sep. 18, Mon	AM: Internal Meeting 1600: Reporting the result of evaluation to Project Director (Mr. Md. Abdur Rouf Mia)
Sep. 19, Tue	15:00 Reporting the result of evaluation to Additional Secretary
Sep. 20, Wed	AM: JCC
Sep. 21, Thu	9:00 Report at JICA office Leave Dhaka

ANNEX 2 Project Design Matrix (Original)

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.), Pilot Pourashavas

Ver. 1

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

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

ANNEX 3 Project Design Matrix (Revised the Mid-term Review)

Project Design Matrix (PDM)

Project Title: Strengthening Paurashava Governance Project (SPGP)   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   Ver.3 29 June, 2016 (ICC, WG

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
Measures for Paurashava capacity development are taken nation-wide based on the mid-long term strategy	Progress of the action plan	Action Plan monitoring Report	
	Satisfaction level of Paurashava with capacity development support	Action Plan monitoring results	
Project Purpose			
Paurashava capacity development framework is established	a. A mid-long term strategy for Paurashava governance improvement and its action plan are officially approved and circulated. b. A budget for the implementation of the strategy is estimated and a plan to secure the budget is presented. c. A methodology with formats to monitor the implementation of the strategy is clarified. 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 plan continues to be assigned
Outputs			
1. A mid-long term strategy for Paurashava capacity development is developed and institutional arrangements for its implementation are made	1-a. A draft mid-long term strategy and its action plan are finalized with the consent of stakeholders.	Project progress report	- GOB's policy regarding capacity development of LGIs including Paurashavas is maintained
	1-b. Rules and regulations to be revised and/or newly developed for strategy implementation are identified.	Project progress report	
	1-c. Roles and responsibilities of stakeholders in capacity development of Paurashavas are defined in action plans.	Draft strategy and minutes of WG meetings	
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	
	2-b. More than 15 Training courses to enhance Paurashavas capacity to perform core functions are	Training evaluation reports	
	2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas get	Project progress report	
	2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas gets 3.5	Training evaluation reports	
3. Administrative and manageable 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
Activities	Bangladesh	- GOB grants for pilot Paurashavas are not reduced - Manpower of pilot Paurashavas is not reduced
1-1 Analyze prescribed and actual roles/responsibilities of Paurashavas, an institutional/policy environment surrounding Paurashavas and challenges facing them. 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 3-1 to 3-5). 1-7 Prepare an action plan of the mid-long term strategy. 1-8 Analyze an institutional/policy environment for Paurashava capacity development and provide necessary support for policy implementation/institutional development to strengthen Paurashavas. 1-9 Provide necessary support to carry out activities based on the action plan. 1-10 Conduct the survey for reviewing the situation of rules and regulations related with Paurashava Act 2009. 1-11 Set the list of required rules and regulations for revision and/or development for implementing the Strategy.	- Project personnel concerned (1) Project Director (LGD) (2) Project Manager (LGD) (3) Counterpart (CP) personnel (LGD) (4) Personnel from organizations concerned (NILG, LGED, etc.) - Project Operational Cost Office space and facilities, basic office supplies, administrative cost (utilities, telephone, etc.), counterpart personnel salary, other necessary recurrent cost) - Project Implementation Cost (1) Travel and daily allowances for project-related personnel of GOB, etc.	
2-1 Review existing manuals and guidelines and the past training programs with regard to core functions of Paurashavas. 2-2 Develop/revise manuals and guidelines required to perform core functions.	Japan	
2-3 Develop/revise training modules using the manuals and/or the guidelines developed in Activity 2-2. 2-4 Develop/revise training curriculum and materials. 2-5 Identify the providers of the training courses developed/revised through Activities 2-2 & 2-3 and conduct TOT. 2-6 Monitor capacity development support activities in pilot Paurashavas (Activity 3-3 & 3-4) and revise training modules/curriculum/materials based on monitoring results. 3-1 Select pilot Paurashavas for capacity development support. 3-2 Conduct a baseline survey on citizens' satisfaction level with Paurashava services and Paurashava service coverage. 3-3 Conduct training using training modules, curricula and materials developed through Activity 2-3 & 2-4. 3-4 Provide support for pilot Paurashavas to carry out administrative activities with regard to core functions. 3-5 Analyze the results of pilot activities and experience of other Paurashavas, and identify good practices that can be useful for other Paurashavas. 3-6 Reflect good practices identified in Activity 3-5 to materials developed in Activity 2-3, and share the practices with all of Paurashavas in Bangladesh.	- Experts (1) Chief Advisor/Local Administration Development Strategy (2) Development Planning (3) Public Financial Management (4) Training Development (5) Other (if necessary) - Local Consultant (if necessary) - Training in Japan/Third Country - Equipment - Project Implementation Cost surveys, training curricula/material development, TOT, training in pilot sites, seminars/workshops, etc.	Pre-conditions - Personnel are assigned to Urban Wing of LGD. - Partner institutions assign appropriate personnel for Paurashava capacity development activities.
(*) Target numbers of indicators will be set by June 2016.		

Annex 4: Project Design Matrix (Proposed by Joint Terminal Evaluation)

Project Design Matrix (PDM)

Project Title: Strengthening Paurashava Governance Project (SPGP) Duration: February 2014 to September 2018 (4 years and 8 months)

Version 4 (proposed by Terminal Evaluation Team)

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

2017/9/[illegible]

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
Measures for Paurashava capacity development are taken nation-wide based on the mid-long term strategy	Progress of the action plan	Action Plan monitoring Report	
	Satisfaction level of Paurashava with capacity development support	Action Plan monitoring results	
Project Purpose			
Paurashava capacity development framework is established	a. A mid-long term strategy for Paurashava governance improvement and its action plan are officially approved and circulated	Project progress report	- 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 plan continues to be assigned
	b. A budget for the implementation of the strategy is estimated and a plan to secure the budget is presented.	Project progress report, relevant policy documents	
	c. A methodology with formats to monitor the implementation of the strategy is clarified.	Project progress report, relevant policy documents	
	d. A plan to share good practices of pilot Paurashavas with other Paurashavas is presented.	Project progress report, Strategy	
	e. Training manuals and guidelines (operational handbooks) developed by the Project are officially approved and circulated.	Project progress report	
Outputs			
1 A mid-long term strategy for Paurashava capacity development is developed and institutional arrangements for its implementation are made	1-a. A draft mid-long term strategy and its action plan are finalized with the consent of stakeholders	Project progress report	- GOB's policy regarding capacity development of LGIs including Paurashavas is maintained
	1-b. Rules and regulations to be revised and/or newly developed for strategy implementation are identified.	Project progress report	
	1-c. Roles and responsibilities of stakeholders in capacity development of Paurashavas are defined in action plans.	Draft strategy and minutes of WG meetings	
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	
	2-b. More than 15 Training courses to enhance Paurashavas' capacity to perform core functions are	Training evaluation reports	
	2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas get	Project progress report	
	2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas gets 3.5	Training evaluation reports	
	2-e. (At least two) Core trainers for each training subject are developed.	Project progress report, Training evaluation reports	
3 Administrative and manageable 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 of Paurashavas' activities* - Master Plan Implementation* - Streets* - Drainage*	Monitoring results of pilot Paurashavas	

Narrative Summary	Inputs	Important Assumptions
Activities	Bangladesh	
1-1 Analyze prescribed and actual roles/responsibilities of Paurashavas, an institutional/policy environment surrounding Paurashavas and challenges facing them. 1-2 Identify core functions of Paurashavas and prioritize 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 action plan of the mid-long term strategy. 1-8 Analyze an institutional/policy environment for Paurashava capacity development and provide necessary support for policy implementation/institutional development to strengthen Paurashavas. 1-9 Organize the Strategy Steering and Implementation Committees on a LGD's initiative. 1-10 Provide necessary support to carry out activities based on the action plan. 1-11 Conduct the survey for reviewing the situation of rules and regulations related with Paurashava Act 2009. 1-12 Set the list of required rules and regulations for revision and/or development for implementing the strategy.	・Project personnel concerned (1) Project Director (LGD) (2) Project Manager (LGD) (3) Counterpart (CP) personnel (LGD) (4) Personnel from organizations concerned (NILG, LGED, etc.) ・Project Operational Cost Office space and facilities, basic office supplies, administrative cost (utilities, telephone, etc.), counterpart personnel salary, other necessary recurrent cost) ・Project Implementation Cost (1) Travel and daily allowances for project-related personnel of GOB, etc.	- GOB grants for pilot Paurashavas are not reduced. - Manpower of pilot Paurashavas is not reduced.
2-1 Review existing manuals and guidelines and the past training programs with regard to core functions of Paurashavas. 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 2-2. 2-4 Develop/revise training curriculum and materials. 2-5 Identify the providers of the training courses developed/revised through Activities 2-3 & 2-4 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. 2-7 Conduct TOT in other Paurashavas to develop more number of trainers for nationwide implementation. 2-8 Finalize the training materials and submit them to LGD for approval.	Japan ・Experts (1) Chief Advisor/Local Administration Development Strategy (2) Development Planning (3) Public Financial Management (4) Training Development (5) Other (if necessary) ・Local Consultant (if necessary) ・Training in Japan/Third Country ・Equipment ・Project Implementation Cost (survey, training curricula/material development, TOT, training in pilot sites, seminars/workshops, etc.	
3-1 Select pilot Paurashavas for capacity development support. 3-2 Conduct a baseline survey on citizens' satisfaction level with Paurashava services and Paurashava service coverage. 3-3 Conduct training using training modules, curricula and materials developed through Activity 2-3 & 2-4. 3-4 Provide support for pilot Paurashavas to carry out administrative activities with regard to core functions. 3-5 Analyze the results of pilot activities and experience of other Paurashavas, and identify good practices that can be useful for other Paurashavas. 3-6 Reflect good practices identified in Activity 3-5 to materials developed in Activity 2-3, and share the practices with all of Paurashavas in Bangladesh.		Pre-conditions - Personnel are assigned to Urban Wing of LGD. - Partner institutions assign appropriate personnel for Paurashava capacity development activities.

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*: The specific indicators to assess the improvement level of pilot Paurashavas' capacity will be specified by the end of 2017.

Annex 5 Assignments of JICA Experts

	Name	Expertise	Feb 2014 - June 2015				July 2015 - July 2016				July 2016 - June 2017				Sub Total				Grand Total	
			Bangladesh		Japan		Bangladesh		Japan		Bangladesh		Japan		Bangladesh		Japan			
			Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
1	Ryujiro Sasao	Team Leader	5.47	5.47	1.10	1.10	5.50	5.50	1.85	1.85	6.40	1.53	2.50	4.25	17.17	12.50	5.45	7.30	22.62	19.75
2	Atsuo Sato	Strategy for capacity development 1	2.87	2.87	0.70	1.50	3.00	3.00			2.23	0.37	1.00	1.30	8.20	5.64	1.70	2.60	9.90	8.24
3	Ryoji Kanehara	Strategy for capacity development 2	2.00	2.00	1.00	1.00									2.00	2.00	1.00	1.00	3.00	3.00
4	Kie Hasama	Development Planning	5.70	7.70	1.10	1.10	5.20	5.20			5.63	1.33	0.80	3.00	16.53	14.23	1.90	4.10	20.43	18.33
5	Takao Osaki	Financial Management1	2.27	1.90	0.15	0.63									2.27	1.90	0.15	0.62	2.42	2.52
6	Hirofumi Azuma	Financial Management2	6.50	6.50	1.45	1.42	4.00	4.90			3.27	0.43	0.28	1.55	13.77	10.93	1.75	3.00	15.52	14.93
7	Hirose Sonda	Community Management1	2.50	1.50	0.30	1.53									2.50	1.50	0.30	1.53	3.20	3.03
8	Megumi Maeda	Community Management1	4.50	4.50	0.00	0.17			0.34	0.50					4.50	4.50	0.30	0.47	4.80	4.97
9	Masahiko Sugimoto	Community Management2					2.12	2.13			1.33	0.40	0.30	1.00	3.45	2.53	0.30	1.00	3.75	3.53
10	Masaharu Ido	Community Management1					1.50	1.50			2.50	0.60	0.70	1.40	4.00	2.10	0.70	1.40	4.70	3.50
11	Kenji Morota	Training program in Japan	0.23	0.17	1.85	1.91									0.23	0.17	1.85	1.91	2.08	2.08
12	Kanako Sawaguchi	Training program in Japan			1.40	1.00									0.00	0.00	1.40	1.00	1.40	1.00
13	Mayumi Togawa	Training program in Japan							1.40	1.40			1.40	0.40	0.00	0.00	2.80	1.80	2.80	1.80
14	Yoshinaga Nakamura	Training Program Development /Project Coordinator	6.50	10.20	0.58	0.00	6.80	6.00			7.00	0.57	0.30	1.20	22.51	16.77	1.06	1.20	23.53	17.97
Total			43.54	41.91	18.15	11.70	37.13	37.13	3.55	3.55	28.40	5.43	4.98	12.90	98.18	54.67	70.68	29.25	179.56	103.90

Annex 6 Operation Expenses (by the Japanese Side)

(Unit: Yen)

Cost Items	First Year (Feb 2014-July 2015)	Second Year (Jul 2015- June 2016)	Third Year (Aug 2016- Feb 2018) **	Total
(1) Project Direct Cost	27,429,555	37,709,692	36,634,000	101,773,247
1) Local Staff	927,835	1,653,267	2,217,616	4,798,718
2) Special Local Staff	13,522,104	19,687,663	18,743,671	51,953,438
3) Vehicle	2,747,094	4,484,879	2,550,418	9,782,391
4) Rental	911,771	1,233,710	1,009,380	3,154,861
5) Office Maintenance Fee	188,353	62,588	160,377	411,318
6) Office Supply	922,316	688,928	1,109,579	2,720,823
7) Travel (in Bangladesh)	2,151,421	4,714,716	4,088,473	10,954,610
8) Communication and Shipment	257,366	244,326	245,090	746,782
9) Printing, PR, and Translation	4,385,399	2,836,642	1,529,382	8,751,423
10) Water Supply and Electricity Charge	0	39,506	71,240	110,746
11) Miscellaneous	1,415,895	1,808,610	2,077,658	5,302,163
(2) Equipment costs	1,226,504	120,176	-	1,346,680
(3) Subcontracting costs*	6,119,213	0	2,839,218	8,958,431
Total (1)+(2)+(3)	34,775,272	37,829,868	39,473,218	112,078,358

* Diverted the money from subcontracting costs to project direct cost

**From Aug 2016 to Aug 2017

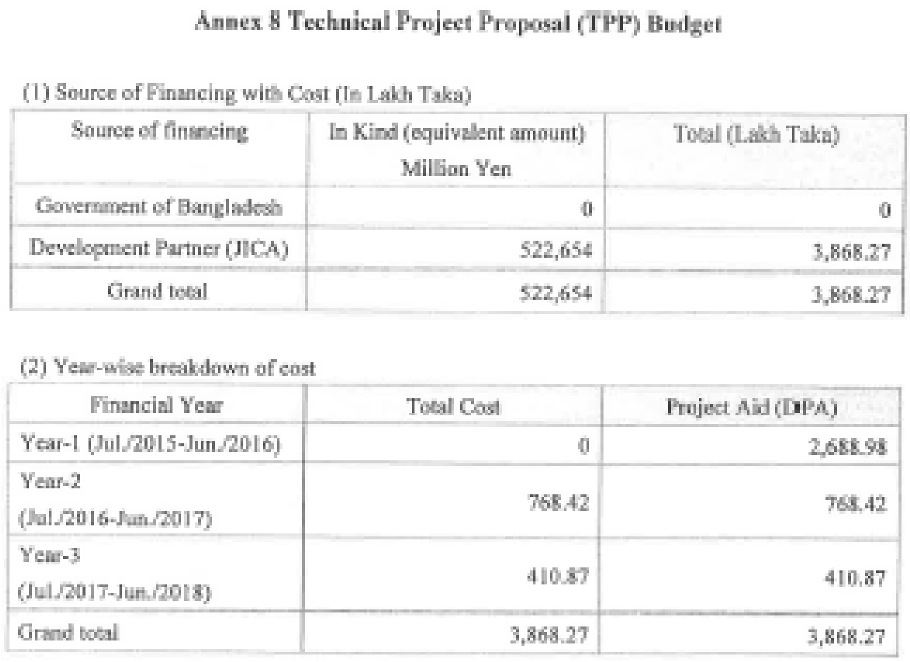
The operation expenses include the costs hiring local consultant and staff.

Local Consultant and Staff

SL. No	Name	Designation	Duration	
			From	Up to
1	Mr. Md.Abdul Gaffar	Senior Consultant (Urban Governance Support / Monitoring)	15 August, 2014	31 December 2017
2	Mr. Md. Sohrab Hossain	Senior Consultant-2 (Urban Governance Support /Monitoring)	01 April, 2014	31 December 2017
3	Mr. Md. Abdul Motalleb	Consultant	01 September, 2014	31 December 2017
4	Mr. M A Quddus	Senior Consultant	16 June 2015	31 December 2017
5	Mr. Md. Mohirul Islam	Consultant	2 September, 2015	31 August 2017
6	Mr. Md. Feroze Ahmed	Consultant (Training Sspport/Facilitation of the training on Citizen Participation)	6 September 2015	27 November, 2015
7	Mr. Md. Yeasin Arafat	Consultant (Training Support/Facilitation of the training on Citizen Participation)	10 May 2015	31 August 2017
8	Mst. Israt Jahan	Consultant (Training Support/Facilitation of the training on Citizen Participation)	20 January 2016	30 April 2016
9	Mr. Ekram Hossain	Editor	13 December 2015	31 January, 2016
10	Mr. Syed Shahriar Amin	Senior Consultant (Masterplan)	17 January, 2016	30 June, 2016
11	Mr. Mark Ellery	Senior Consultant (Urban Governance Improvement)	21 January, 2016	21 February, 2016
12	Mr. AKM Abul Kalam	Senior Consultant (Urban Governance/ Planning)	17 January, 2016	1 February, 2016
13	Institute of Architectures Bangladesh (IAB)	National Consultant Team	19 January, 2016	30 April, 2016
14	Mr. Munshi Rafiqul Islam	Translator	7 February,2016	30 June, 2016
15	Mr. Hiranmoy Roy	Office Manager	1 May, 2014	31 December 2017
16	Mr. Daloer Jahan Suhag	Assistant Office Manager	01 November,2015	31 December 2017
17	Mr. Md.Mahedi Hassan	Translator	1 June, 2014	31 December 2017
18	Mr. Paritosh Biswas	Translator	01 December 2014	31 December 2017

Annex 7 Assignments of Bangladeshi Counterpart Personnel

	Name	Designation	Role in the project	Duration
1	Mr. Ashoke Madhub Roy	Former Addl. Secretary, LGD	(Former) Overall Super vision	Feb. 2014 - Dec. 2015
	Mr. Jotirmay Datta	Addl. Secretary, LGD	(Former) Overall Super vision	Dec. 2015 - Nov. 2016
	Mr. MD Mahbub Hossain	Addl. Secretary	Overall Super vision	Nov. 2016 – present
2	Mr. Khalilur Rahman	Former Deputy Secretary, LGD	(Former) Project Director	Feb. 2014 - Dec. 2015
	Mr. Kazi Asaduzzaman (from March, 2016 to March, 2016)	Deputy Secretary	(Former) Project Director	Mar. 2015 – Mar. 2016
	Mr. Md. Abdur Rouf Mia	Deputy Secretary	Project Director	Mar. 2016 - present
3	Md. Jahid Hossain	Senior Assistant Secretary, LGD	Assistant Project Manager	Feb. 2014 - Present



Annex 8 Technical Project Proposal (TPP) Budget

(1) Source of Financing with Cost (In Lakh Taka)

Source of financing	In Kind (equivalent amount) Million Yen	Total (Lakh Taka)
Government of Bangladesh	0	0
Development Partner (JICA)	522,654	3,868.27
Grand total	522,654	3,868.27

(2) Year-wise breakdown of cost

Financial Year	Total Cost	Project Aid (DPA)
Year-1 (Jul./2015-Jun./2016)	0	2,688.98
Year-2 (Jul./2016-Jun./2017)	768.42	768.42
Year-3 (Jul./2017-Jun./2018)	410.87	410.87
Grand total	3,868.27	3,868.27

Annex 9. List of Equipment

No	Purchased Date (D/M/Y)	Description/ Name of Equipment/Goods	Number of purchase
1	22-Jun-14	Laptop Computer	1
2	22-Jun-14	Desktop Computer	1
3	22-Jun-14	Air Conditioner	2
4	22-Jun-14	IPS	2
5	29-Jun-14	Water Supplier	1
6	14-Feb-14	Projector	1
7	14-Feb-14	Screen	1
8	14-Feb-14	Video Camera Stand	1
9	14-Feb-14	Video Camera	1
10	14-Feb-14	Memory Card	1
11	15-Feb-14	Laser Printer	1
12	17-Feb-14	Mobile Phone	5
13	18-Feb-14	Mobile Phone	5
14	1-Jun-14	Table Executive	8
15	1-Jun-14	Conference Table	1
16	1-Jun-14	Executive Chair	14
17	1-Jun-14	Multipurpose Shelf	2
18	9-Jun-14	Multiline Plug	3
19	9-Jun-14	Mobile Printer	1
20	9-Jun-14	Router	1
21	9-Jun-14	Qubee Modem Gigaset Postpaid,	1
22	9-Jun-14	Land Phone	1
23	10-Jun-14	Clock	2
24	10-Jun-14	Curtains	8
25	9-May-14	Mobile Internet Modem	2
25	28-Oct-14	Mobile Internet Modem	1
27	18-Nov-14	Belkin Power Stripe	1
28	27-Nov-14	Mobile Internet Modem WiFi	1
29	21-Jan-15	Pendrive (USB	1
30	6-Apr-15	Internet Router	1
31	6-Jun-15	LASER Pointer	1
32	29-Jun-15	Software CD	1
33	29-Jun-15	Digital Camera	1
34	29-Jun-15	Internet Router	1
35	29-Jun-15	Laptop Computer	1
36	29-Jun-15	Anti-virus Software	1
37	29-Jun-15	Microsoft Office 2013	1
38	29-Jun-15	Microsoft Windows 7	1
39	29-Jun-15	Digital Voice Recorder	1
40	29-Jun-15	DVD Reader-Writer	1
41	29-Jun-15	External Hard Disk	1
42	6-Aug-15	SD Memory Card	1
43	25-Feb-16	Charger for land phone	2
44	14-Mar-16	Mobile router	1
45	15-Mar-16	Rouhin Multiplug	1

No	Purchased Date (D/M/Y)	Description/ Name of Equipment/Goods	Number of purchase
46	23-Mar-16	Camera Bag	1
47	23-Mar-16	Projector Bag	1
48	23-Mar-16	Laptop Adapter Six Month Warranty	1
49	23-Mar-16	Laptop Apower Cable	1
50	3-Apr-16	Belkin 6 port Multiplug	2
51	18-Apr-16	USB Printer cable	1
52	20-Apr-16	IBT Assay for Xerox Digital printer	1
53	26-Jul-16	A4 Tech Mouse	1
54	5-May-16	Air Conditioner	1
56	11-Aug-16	Pendrive (USB)	1
55	22-Nov-16	Anti-virus Software	1
57	28-Jan-17	HDMI Converter	1
58	17-Apr-17	Mikrotik Router	1
59	17-Apr-17	Router TP LINK	1
60	17-Jul-17	LASER Pointer	1
61	4-Jul-17	Mouse	1
62	17-Jul-2017	Power adaptor	15

Annex 10: Record of Working Group Meeting

No. of Meeting	Date
1st Meeting	27 August. 2014
2nd Meeting	9 November 2014
3rd Meeting	17 December 2014
4th Meeting	13 April 2015
5th Meeting	2 June 2015
6th Meeting	10 August 2015
7th Meeting	15 September 2015
8th Meeting	4 November 2015

Annex 11 List of training materials developed

1. Training Handbook: Orientation course on the basics of Paurashava administration[English] (submitted in December 2016)
2. Training Handbook: Orientation course on the basics of Paurashava administration [Bengali] (submitted in December 2016)
3. Handbook on Paurashava Tax Collection [English] (submitted in December 2016)
4. Handbook on Paurashava Tax Collection [Bengali] (submitted in December 2016)
5. Handbook on Paurashava Tax assessment [English] (submitted in December 2016)
6. Handbook on Paurashava Tax assessment [Bengali] (submitted in December 2016)
7. Handbook on Paurashava Accounting and Reporting [English] (submitted in December 2016)
8. Handbook on Paurashava Accounting and Reporting [Bengali] (submitted in December 2016)
9. Handbook on Paurashava Budget Formulation, Execution and Monitoring [English] (submitted in December 2016)
10. Handbook on Paurashava Budget Formulation, Execution and Monitoring [Bengali] (submitted in December 2016)
11. Handbook on Paurashava Financial Management for Elected Representatives [English] (submitted in December 2016)
12. Handbook on Paurashava Financial Management for Elected Representatives [Bengali] (submitted in December 2016)
13. Handbook on Citizen Participation [English] (submitted in May 23, 2017)
14. Handbook on Citizen Participation [Bengali] (submitted in May 23, 2017)
15. Handbooks on Streets [English]
16. Handbooks on Streets [Bengali]
17. Handbooks on Drainage [English]
18. Handbooks on Drainage [Bengali]
19. Handbooks on Master Plan Implementation [English]
20. Handbooks on Master Plan Implementation [Bengali]

Annex 12 Results of Training Courses

No.	Date	Venue	Subject	Trainer	Participants	Level of understanding of Training*1	Level of Satisfaction with Training*2	Level of Understandin g of Training Manual*3
1	21-23 April, 2015	Dhaka	Paurashava Budget formulation, accounting, monitoring and reporting	SPGP consultants	Secretary: (5)	3.0	3.9	N/A
2	12-14 May, 2015	Dhaka	Paurashava Tax collection and assessment	SPGP consultants	Secretary: (6) Tax Collector: (3) Tax Assessor: (4) Assistant Tax Collector: (3) Assistant Tax Assessor: (1) Others: (1)	3.22	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: (8)	3.32	3.5	N/A
4	17-19 May and 24-26 May, 2015	Dhaka	Orientation Course on the Basics of Paurashava Administration	HILG trainers, SPGP consultants	Mayor: (3) Councilor: (58)	3.32	3.8	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 (6) Secretary (5) Executive/Assistant Engineer (5) Health Officer (5) Accountant (5) Tax Collector (5) Tax Assessor (5) Councilor (30)	3.34	3.53	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	3.85	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 (5), HILG faculty members (2), Consultants of SPGP (3)	3.54	3.48	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 06-09 October, 2015 18-21 October, 2015 02-05 November, 2015 09-12 November, 2015	5 Pilot Pourashavas	Training on Citizen Participation through Ward Committee (WC) and Town Level Coordination Committee (TLCC) at the Pourashava level	Pourashava level officers	Councilors/ Pourashava officers/ Pourashava 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	Pourashavas	Training on Preparation and Implementation of Development Plan for four Pourashavas	SPGP consultants, NILG trainers	Mayors, Councilors, Pourashava staff (70)	3.38	3.51	N/A
10	12-13 October, 2015 19-20 October, 2015	Pourashavas	Tax Assessment Followup Training	SPGP consultants	Pourashava staff (27)	N/A	N/A	3.77 (Budget) 3.6 (Tax)
11	26-28 January, 2016 02-04 February, 2016	Dhaka	Expansion Training on Pourashava Budget Preparation and Accounting at Central Level (1st Batch and 2nd Batch) for 19 Pourashavas	NILG trainers, SPGP consultants	Secretary (18) Accountant (15)	3.50	3.7	N/A
12	09 - 11 February, 2016 16 - 18 February, 2016 23 - 25 February, 2016	Dhaka	Expansion Training on Pourashava Tax Assessment and Collection at Central Level (1st Batch, 2nd Batch and 3rd Batch) for 19 Pourashavas	NILG trainers, SPGP consultants	Secretary (16) Tax Assessor/Assistant Tax Assessor (17) Tax Collector/Assistant Tax Collector (23)	3.82	3.69	N/A
13	13-15 March, 2016 20-23 April, 2016	Dhaka	Orientation Course on the basics of Pourashava Administration for newly elected representatives(1st Batch and 2nd Batch) for five Pourashavas	NILG trainers, a SPGP consultant	Councilor (40)	3.49	3.53	N/A
14	21-22 March, 2016 05-06 April, 2016	Pourashavas	Short Training on Preparation and Implementation of Development Plan for newly elected representatives in two Pourashavas ([illegible])	SPGP consultants	Councilor (10)	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

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	25-28 April, 2016	Dhaka	Orientation Course on the basics of Paurashava Administration for newly elected representatives(3rd Batch) for five Paurashavas	SPGP consultants	Male Councilor (14) Female Councilor (4)	3.44	3.76	N/A
2	24 May, 2016	Sengarchar	Training on Paurashava Financial Management for Elected Representative	SPGP consultants	Mayor (1) Male Councilor (8) Female Councilor (3)	N/A	N/A	N/A
	02 June, 2016	Bakerganj			Mayor (1) Male Councilor (8) Female Councilor (3)	N/A	N/A	N/A
3	29 May, 2016	Sengarchar	Training on Paurashava Internal Audit System for Accounting and Audit Standing Committee	SPGP consultants	Mayor (1) Male Councilor (3) Female Councilor (1)	N/A	N/A	N/A
	5 June, 2016	Bakerganj			Mayor (1) Male Councilor (2) Female Councilor (2)	N/A	N/A	N/A
4	31 October, 2016 to 01 November, 2016	Kaliaghat	Training on Tax Assessment followup	SPGP consultants and Secretary and Engineer of pilot paurashavas	Mayor (1) Male Councilor (9) Female Councilor (3) Secretary (1) Paurashava Staff (13)	3.88	3.59	N/A
5	26-27 October, 2016	Arghoria			Mayor (1) Secretary (1) Assistant Tax Collector (3)			
6	31 October, 2016 to 01 November, 2016	Kolagram			Mayor (1) Secretary (1) Assistant Tax Collector (4)			
7	14-15 November, 2016	Gholkupa			Mayor (1) Tax Assessor/ Tax Collector and other paurashava staff (12)			
8	21-23 November, 2017	Dhaka	Orientation Course on the basics of Paurashava Administration for newly elected representatives	SPGP consultants	Mayor (1) Male Councilor (1) Female Councilor (2) Secretary (1)	4.00	3.67	N/A
9	December, 2017	Dhaka	Training on Preparation and Implementation of Development Plan	SPGP consultants	15 Participants (Mayor, Councilor and Paurashava Staff)	3.78	3.78	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
7 December, 2016	Kanaighat			Mayor (1), Male Councilor (9) Female Councilor (3)			
10 21 December, 2016	Shailkupa	Training on Financial Management for Elected Representatives	SPGP consultants and Secretary and Secretary of pilot paurashavas	Mayor (1) Male Councilor (9) Female Councilor (3)	3.38	3.48	N/A
28 December, 2016	Aghoira			Mayor (1) Male Councilor (1) Female Councilor (3) Secretary (1) Accountant (1) Assistant Assessor (1)			
08 December, 2016	Kanaighat			Mayor (1) Accountant (1) Assistant Engineer (1) Cashier (1) Paurashava Officials (4)			
11 22 December, 2016	Shailkupa	Training on Internal Audit System for Account and Audit Standing Committee	SPGP consultants and Secretary and Secretary of pilot paurashavas	Mayor (1) Male Councilor (2) Female Councilor (2)	3.64	3.59	N/A
27 December, 2016	Aghoira			Mayor (1) Male Councilor (3) Female Councilor (1) Secretary (1) Accountant (1)			
12 24-25 January, 2017	Dhaka	Paurashava Budget formulation, accounting, monitoring and reporting for NOBIDEP	SPGP consultants	Secretary (18) Accountant/ Asst. Accountant (17)	4.00	3.79	N/A
13 13-15 February, 2017	Dhaka	Paurashava Tax collection and assessment for NOBIDEP	SPGP consultants	Secretary (3) Tax Collector (11) Tax Assessor (11) Assistant Tax Collector (2) Assistant Tax Assessor (1)	3.82	3.88	N/A
3-5 April, 2017				Secretary (6) Tax Collector (5) Tax Assessor (8) Assistant Tax Collector (3) Upper division Assistant (1)	4.30	3.87	N/A
08-09 March, 2017	Bakerganj			58 Participants (Councilor, Paurashava Staff, and WC/TLCC Member)			
14-15 March, 2017	Kanaighat			48 Participants (Councilor, Paurashava Staff, and WC/TLCC Member)			
14 21-22 March, 2017	Shailkupa	Training on Citizen Participation through WC and TLCC	SPGP consultants	47 Participants (Councilor, Paurashava Staff, and WC/TLCC Member)	3.76	3.71	N/A
29-30 March, 2017	Aghoira			43 Participants (Councilor, Paurashava Staff, and WC/TLCC Member)			
04-05 April, 2017	Sengarchar			45 Participants (Councilor, Paurashava Staff, and WC/TLCC Member)			

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
15	11 April, 2017 15 April, 2017	Dhaka	Training on Financial Management for Elected Representative for NOBIDEP	SPGP consultants	Mayor (18) Councillor (54)	3.60	3.86	N/A
16	12 April, 2017 19 April, 2017	Dhaka	Training on Internal Audit System for Accounts and Audit Standing Committee for NOBIDEP	SPGP consultants	Mayor (18) Councillor (18)	3.71	3.65	N/A
17	15-17 April, 2017	Dhaka	Training on Master Plan Implementation Course	SPGP consultants	Mayor (4) Panel Mayor (1) Councillor (3) Executive Engineer (1) Assistant Engineer (3) Sub-Assistant Engineer (4) Draftsman (1)	3.38	3.21	3.00
18	17-19 July, 2017	Dhaka	Training on Street Development	SPGP consultants	The total number of participants was 18 from 5 pilot Paurashavas.	3.32	3.42	3.37
19	21-23 August, 2017	Dhaka	Training on Drainage Development	SPGP consultants	The total number of participants was 24 from 5 pilot Paurashavas	3.27	3.41	3.23

*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

Annex 13 Detailed Achievement Level of Output 3

Output 3.

Administrative and manageable capacity of the pilot Paurashavas is improved.

Objectively Verifiable Indicator:

"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"

* Target numbers of Indicators will be set by June 2016.

1. Finance

Budget formulation

Indicator 1: Preparation of a budget document following rules and regulations

Level 1: Revenue surplus is not calculated in Form A.

Level 2: Revenue surplus is calculated but it is not input in Development account as transfer.

Level 3: Revenue surplus calculation in Form A is appropriate, but capital account is not appropriately indicated.

Level 4: Form A is prepared as specified in the rules (revenue surplus and capital account are appropriately indicated in budget document).

Level at the beginning of the project (FY2014-15)

Level 1.86 (average of 7 pilot paurashavas): Level 1 (4 paurashavas), Level 2 (1 paurashava), Level 3 (1 paurashava) and Level 4 (1 paurashava)

Target level at the terminal evaluation (around June 2017)

Level 3: Seven pilot Paurashavas prepares budget documents with revenue surplus (which is transferred to Development account).

Means of Verification: Budget documents of pilot paurashavas.

Result:

Paurashava	Baseline	Endline (as at August, 2017)	Remarks
Bakerganj	1	4	
Sengarchar	2	4	
Atgharia	1	4	
Shailkupa	4	4	
Kanaighat	3	4	
Pakundia	1	4	
Ulipur	1	1	
Average	1.86	3.57	

Indicator 2: Timely submission of a budget document

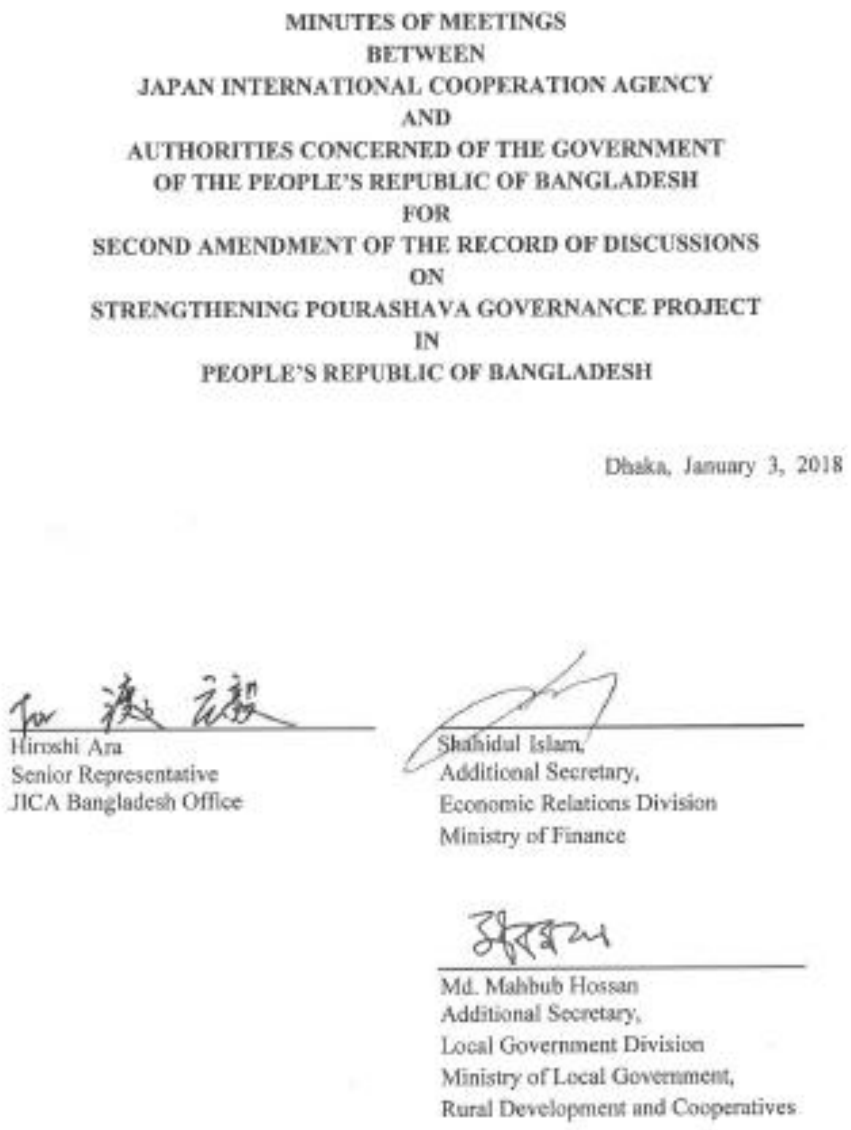
Level 1: Budget document was not submitted to LGD.

Level 2: Budget document was submitted to LDG after July.

Level 3: Budget document was submitted to LDG before the end of June.

Level 4: Budget document was submitted to LDG before the end of May.

6.6. Minutes for the revision of PDM and also the extension of project period



MINUTES OF MEETINGS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT
OF THE PEOPLE'S REPUBLIC OF BANGLADESH
FOR
SECOND AMENDMENT OF THE RECORD OF DISCUSSIONS
ON
STRENGTHENING POURASHAVA GOVERNANCE PROJECT
IN
PEOPLE'S REPUBLIC OF BANGLADESH

Dhaka, January 3, 2018

Hiroshi Ara
Senior Representative
JICA Bangladesh Office

Shahidul Islam,
Additional Secretary,
Economic Relations Division
Ministry of Finance

Md. Mahbub Hossan
Additional Secretary,
Local Government Division
Ministry of Local Government,
Rural Development and Cooperatives

The Japan International Cooperation Agency (hereinafter referred to as "JICA") and Ministry of Finance and Ministry of Local Government, Rural Development and Co-operatives hereby agree that the Record of Discussions on "Strengthening Paurashava Governance Project" signed on October 10, 2013 and the Minutes of Meetings signed on November 13, 2016 will be amended as follows;

1. Duration of the Project

Original dated on Oct. 10, 2013	Amended Version
Shown in Appendix 1, II. OUTLINE OF THE PROJECT, 3. Duration is stated as follow: The duration of the Project will be four (4) years from the date of first arrival of the JICA experts, which would be in November 2013.	The duration of the Project will be four (4) years and eight (8) months from the date of first arrival of the JICA experts, which was in February 2014.

Reason of amendment:

Local Government Division (hereinafter referred to as "LGD") requested to JICA terminal evaluation mission in September 2017 to develop all 10 operational handbooks and more trainers for Paurashava training to make these training extend in nationwide and sustainable manner after the completion of the Project. As a part of implementing National Strategy for Paurashava Government Improvement, LGD also expressed strong necessity to update and/or develop rules and regulations based on the provision of Paurashava Act 2009. Concerning 6 months absence of JICA experts from July to December 2016, JICA agreed to extend the Project until September 2018.

2. Objectively Verifiable Indicators of Project Purpose

Revised dated on Nov. 13, 2016	Amended Version
Shown in Annex 1: Logical Framework, Objectively Verifiable Indicators of Project Purpose: a. A mid-long term strategy for Paurashava governance improvement and its action plan are officially approved and circulated. b. A budget for the implementation of the strategy is estimated and a plan to secure the budget is presented. c. A methodology with formats to monitor the implementation of the strategy is clarified. d. A plan to share good practices of pilot Paurashavas with other Paurashavas is presented.	a. A mid-long term strategy for Paurashava governance improvement and its action plan are officially approved and circulated. b. A budget for the implementation of the strategy is estimated and a plan to secure the budget is presented. c. A methodology with formats to monitor the implementation of the strategy is clarified. d. A plan to share good practices of pilot Paurashavas with other Paurashavas is presented. e. Training manuals and guidelines (operational handbooks) developed by the Project are officially approved and circulated.

Reason of amendment:

Objectively Verifiable Indicators of Project Purpose is revised as a result of the terminal evaluation mission, which concluded that training manuals and guidelines (10 operational handbooks) are developed by the Project and approved and circulated by Bangladeshi government during the extension period.

3. Objectively Verifiable Indicators of Output 2

Revised dated on Nov. 13, 2016	Amended Version
Shown in Annex 1: Logical Framework, Objectively Verifiable Indicators of Output 2:	
2-a. Manuals and guidelines required to perform core functions are developed.	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-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-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.	2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas gets 3.5.
	2-e. (At least two) Core trainers for each training subject are developed.

Reason of amendment:

Objectively Verifiable Indicators of Output 2 is revised as a result of the terminal evaluation, where LGD and the terminal evaluation mission agreed that core trainers in each developed subject are developed through supporting their training provision to the other Paurashava than the pilot ones by the Project aiming expansion of of nationwide training delivery after the Project.

4. Objectively Verifiable Indicators of Output 3

Revised dated on Nov. 13, 2016	Amended Version
Shown in Annex 1: Logical Framework, Objectively Verifiable Indicators of Output 3:	
Paurashava staff's improvement of performance in pilot Paurashavas in the subjects in which pilot training was provided as follows. (*)	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.	・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	・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 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	・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	・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	・ Development planning: Preparation of development plans in line with the operational handbook
	・Monitoring of Paurashavas' activities* ・Master Plan Implementation* ・Streets*

	・Drainage* *The specific indicators to assess the improvement level of pilot Paurashavas' capacity will be specified by the end of 2017.

Reason of amendment:

Objectively Verifiable Indicators of Output 3 is revised as a result of the terminal evaluation mission, which concluded that the Project aims at improving administrative and manageable capacity of 7 pilot Paurashavas for all 10 subjects of training during the extension period.

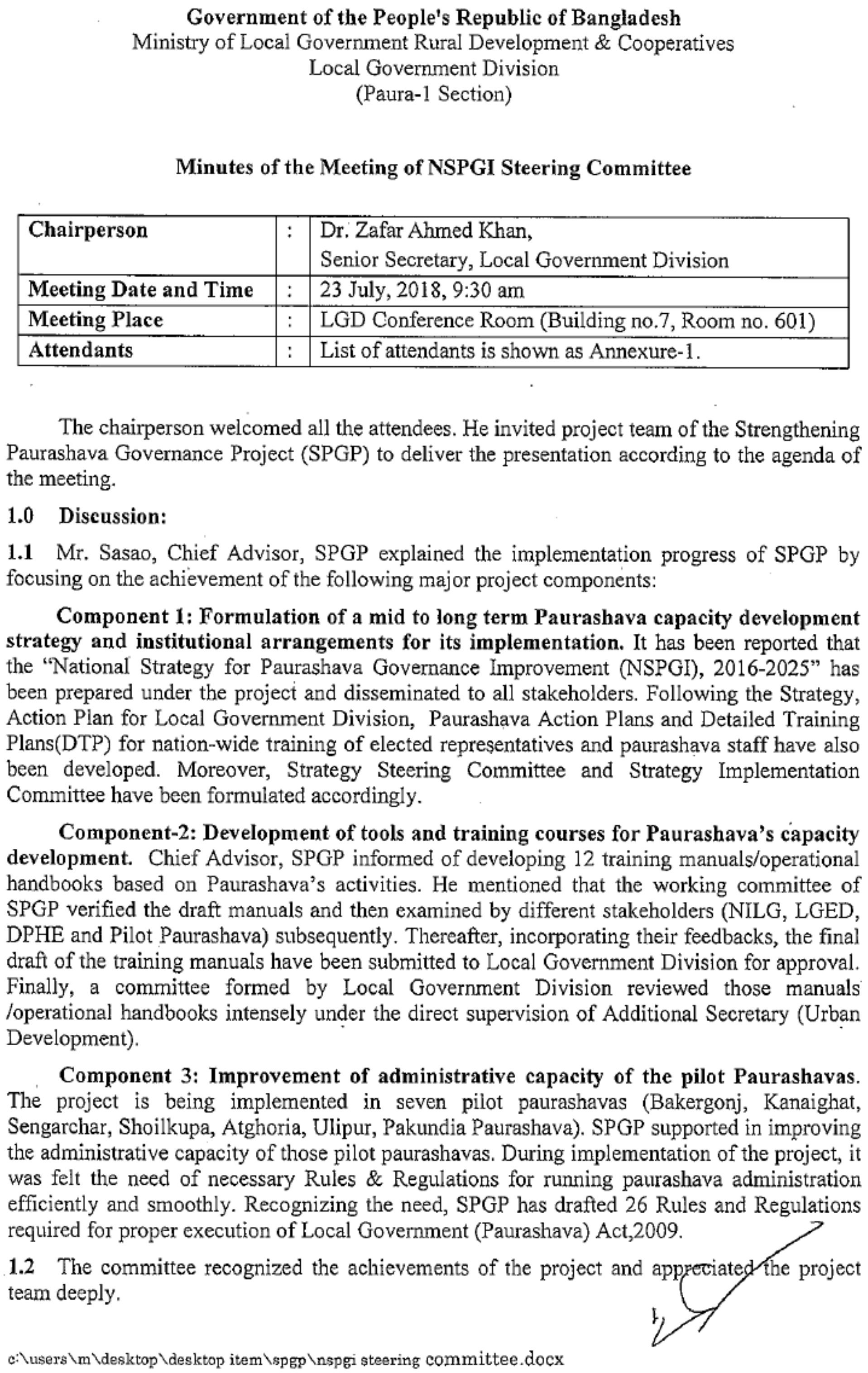
5. Activities and Plan of Operation (PO)

Activities and PO has been revised as Annex 3.

This amendment will become effective as of January 3, 2018.

Annex 1 : Record of Discussions (signed on October 10, 2013)
Annex 2 : Minutes of Meetings (signed on November 13, 2016)
Annex 3 : Amended Project Design Matrix (PDM) and Plan of Operation (PO)

6.7. M/M for 2nd NSPGI Steering Committee



Government of the People's Republic of Bangladesh
Ministry of Local Government Rural Development & Cooperatives
Local Government Division
(Paura-1 Section)

Minutes of the Meeting of NSPGI Steering Committee

Chairperson	:	Dr. Zafar Ahmed Khan, Senior Secretary, Local Government Division
Meeting Date and Time	:	23 July, 2018, 9:30 am
Meeting Place	:	LGD Conference Room (Building no.7, Room no. 601)
Attendants	:	List of attendants is shown as Annexure-1.

The chairperson welcomed all the attendees. He invited project team of the Strengthening Paurashava Governance Project (SPGP) to deliver the presentation according to the agenda of the meeting.

1.0 Discussion:

1.1 Mr. Sasao, Chief Advisor, SPGP explained the implementation progress of SPGP by focusing on the achievement of the following major project components:

Component 1: Formulation of a mid to long term Paurashava capacity development strategy and institutional arrangements for its implementation. It has been reported that the "National Strategy for Paurashava Governance Improvement (NSPGI), 2016-2025" has been prepared under the project and disseminated to all stakeholders. Following the Strategy, Action Plan for Local Government Division, Paurashava Action Plans and Detailed Training Plans(DTP) for nation-wide training of elected representatives and paurashava staff have also been developed. Moreover, Strategy Steering Committee and Strategy Implementation Committee have been formulated accordingly.

Component-2: Development of tools and training courses for Paurashava's capacity development. Chief Advisor, SPGP informed of developing 12 training manuals/operational handbooks based on Paurashava's activities. He mentioned that the working committee of SPGP verified the draft manuals and then examined by different stakeholders (NILG, LGED, DPHE and Pilot Paurashava) subsequently. Thereafter, incorporating their feedbacks, the final draft of the training manuals have been submitted to Local Government Division for approval. Finally, a committee formed by Local Government Division reviewed those manuals /operational handbooks intensely under the direct supervision of Additional Secretary (Urban Development).

Component 3: Improvement of administrative capacity of the pilot Paurashavas. The project is being implemented in seven pilot paurashavas (Bakergonj, Kanaighat, Sengarchar, Shoilkupa, Atghoria, Ulipur, Pakundia Paurashava). SPGP supported in improving the administrative capacity of those pilot paurashavas. During implementation of the project, it was felt the need of necessary Rules & Regulations for running paurashava administration efficiently and smoothly. Recognizing the need, SPGP has drafted 26 Rules and Regulations required for proper execution of Local Government (Paurashava) Act,2009.

1.2 The committee recognized the achievements of the project and appreciated the project team deeply.

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1.3 Chief Advisor, SPGP informed that after project period (up to September, 2018), NILG and LGED would continue the training programmes for paurashava. NILG and LGED have prepared their detailed training plans for next five years with year-wise combined and individual budget requirement. Chief Advisor of SPGP explained those training plans and informed that budget allocation from Local Government Division would be needed for conducting the trainings beyond project period.

1.4 Chief Advisor, SPGP also mentioned about conducting project-end seminar and also pointed out the importance of set up a office with in LGD for NSPGI Implementation beyond project period.

2.0 Decisions: Upon detailed discussion, the committee made the following decisions.

2.1 Operational handbooks (Training manuals): The operational handbooks/training manuals are approved in principle. If any of the committee members want to go through it, they can leave their comment on it. Then official/final approval letter could be issued after the incorporation of those comments (if any) with the permission to the competent authority. The Committee suggested that the project team could undertake activities with these operational handbooks/training manuals. In spite of the final approval, considering the nature of the documents, any changes would be accommodated in the operational handbooks when deemed necessary.

2.2 Detailed Training Plans (DTP)s of both NILG and LGED: Detailed training Plans (DTP)s submitted to both LGED and NILG have been approved in principle. However, these plans need to be submitted in LGD for final approval and necessary budget allocation.

2.3 Draft Rules & Regulations formulated under SPGP: Urban wing of Local Government Division will take subsequent actions to finalize the Rules & Regulations formulated under SPGP.

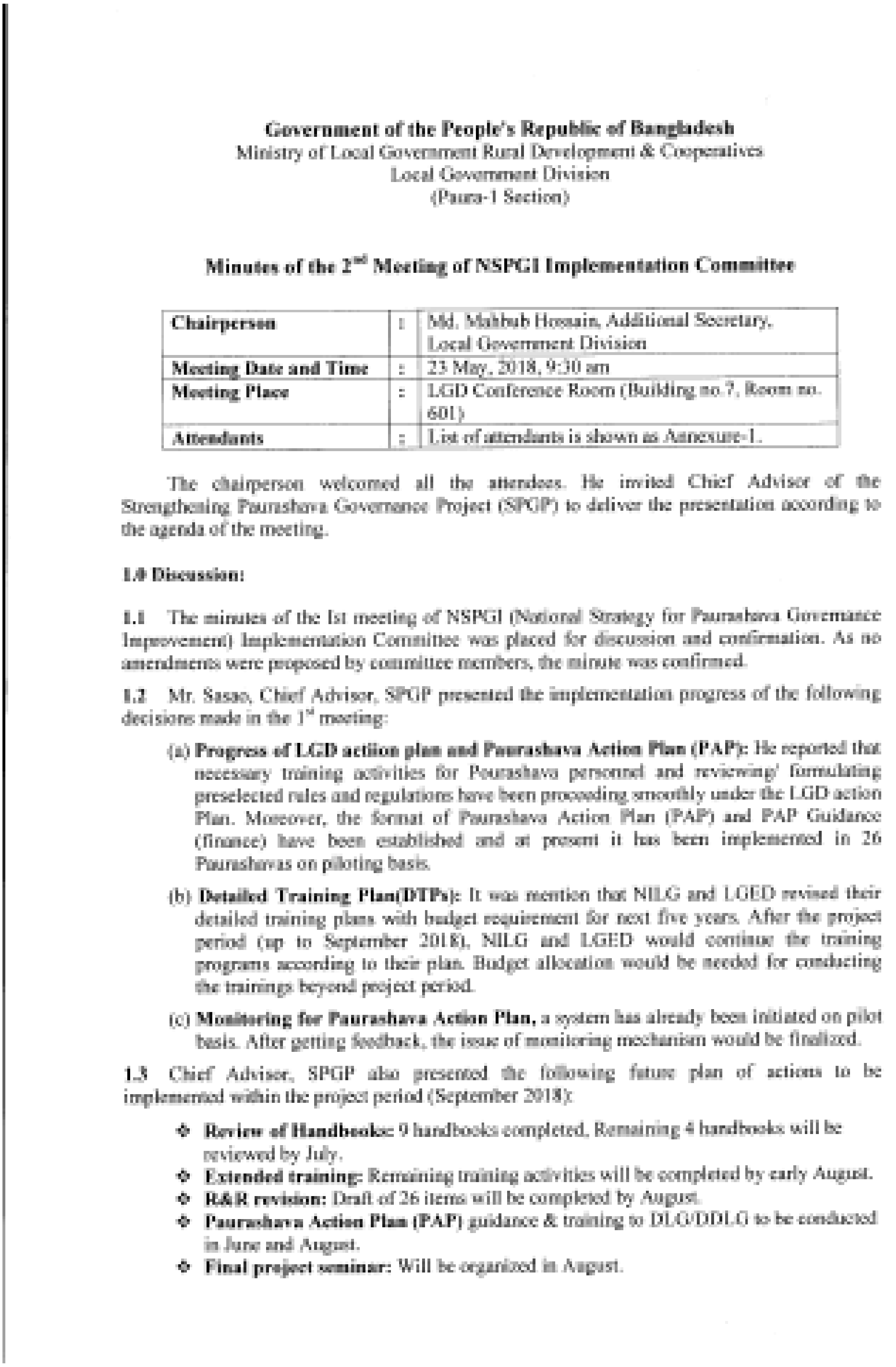
2.5 Conducting Project-end Seminar/Workshop: SPGP team will submit the details (tentative date, venue, list of participants etc) to NSPGI Implementation Committee.

3.0 The chair thanked the project team for their continuous efforts to implement the project and concluded the meeting by thanking all the members and JICA officials for their kind presence, active participation and contribution to the meeting.

30/8/18

Dr. Zafar Ahmed Khan
Senior Secretary

6.8. M/M of 2nd NSPGI Implementation Committee



Government of the People's Republic of Bangladesh
Ministry of Local Government Rural Development & Cooperatives
Local Government Division
(Paura-1 Section)

Minutes of the 2nd Meeting of NSPGI Implementation Committee

Chairperson	:	Md. Mahbub Hossain, Additional Secretary, Local Government Division
Meeting Date and Time	:	23 May, 2018, 9:30 am
Meeting Place	:	LGD Conference Room (Building no.7, Room no. 601)
Attendants	:	List of attendants is shown as Annexure-1.

The chairperson welcomed all the attendees. He invited Chief Advisor of the Strengthening Paurashava Governance Project (SPGP) to deliver the presentation according to the agenda of the meeting.

1.0 Discussion:

1.1 The minutes of the Ist meeting of NSPGI (National Strategy for Paurashava Governance Improvement) Implementation Committee was placed for discussion and confirmation. As no amendments were proposed by committee members, the minute was confirmed.

1.2 Mr. Sasao, Chief Advisor, SPGP presented the implementation progress of the following decisions made in the 1st meeting:

(a) **Progress of LGD actiion plan and Paurashava Action Plan (PAP):** He reported that necessary training activities for Pourashava personnel and reviewing/ formulating preselected rules and regulations have been proceeding smoothly under the LGD action Plan. Moreover, the format of Paurashava Action Plan (PAP) and PAP Guidance (finance) have been established and at present it has been implemented in 26 Paurashavas on piloting basis.

(b) **Detailed Training Plan(DTPs):** It was mention that NILG and LGED revised their detailed training plans with budget requirement for next five years. After the project period (up to September 2018), NILG and LGED would continue the training programs according to their plan. Budget allocation would be needed for conducting the trainings beyond project period.

(c) **Monitoring for Paurashava Action Plan,** a system has already been initiated on pilot basis. After getting feedback, the issue of monitoring mechanism would be finalized.

1.3 Chief Advisor, SPGP also presented the following future plan of actions to be implemented within the project period (September 2018):

- ❖ **Review of Handbooks:** 9 handbooks completed, Remaining 4 handbooks will be reviewed by July.
- ❖ **Extended training:** Remaining training activities will be completed by early August.
- ❖ **R&R revision:** Draft of 26 items will be completed by August.
- ❖ **Paurashava Action Plan (PAP)** guidance & training to DLG/DDLG to be conducted in June and August.
- ❖ **Final project seminar:** Will be organized in August.

- **Wrap-up activities** (financial closing, office closing and final report formulation): They are to be planned.

1.4 The chair urged for setting up a roadmap for finalization of the proposed 26 rules & regulations to be updated within the project period. Regarding detailed training plan (DTPs), the committee recommended to make year-wise combined and individual budget requirement for NILG and LGED and referred to place it before the next meeting of Strategy Steering Committee for final approval.

2.0 Decisions:

Upon detailed discussion, the committee made the following decisions:

2.1 **Confirmation of the minutes of the 1st meeting:** As there are no amendments, the minutes of the 1st meeting of Strategy Implementation Committee has been confirmed.

2.2 **Finalization of Rules & Regulations (R &R):** SPGP team will prepare a roadmap for reviewing/formulating and finalizing the proposed 26 Rules & Regulations (R &R).

2.3 **Detailed Training Plans (DTPs) prepared by NILG and LGED:** After project period (up to September, 2018), NILG and LGED would continue the training programmes for paurashava. NILG and LGED have prepared their detailed training plans with budget requirement. SPGP team will place their year-wise combined and individual budget requirement to the next Strategy Steering committee for final approval.

2.4 **Establishment of monitoring mechanism for Paurashava activities:** Feedback on PAP from pilot and additional paurashavas will be received at the end of the fiscal year, and the monitoring mechanism and PAP manual will be placed to the next NSPGI Implementation Committee.

2.5 SPGP team is suggested to employ the future plan of actions within stipulated timeline.

2.6 Project extension process will be expedited and progress will be reported to the chairperson on weekly basis.

3.0 The chair thanked the project team for their continuous efforts to implement the project and concluded the meeting by thanking all the members and JICA officials for their kind presence, active participation and contribution to the meeting.

31.5.2018
Md. Mahbub Hossain
Additional Secretary

ANNEX 7. Various reports during the third year extension period........300

7.1 Reports of Pilot Training/Extended Training 301

- Tax management
- Budget management
- Financial management
- Citizen participation
- Development plan
- Monitoring of paruashava activities
- Masterplan implementation
- Streets
- Drainages

7.2 Reports of Follow-up Activity/Monitoring Activity 375

- Financial management
- Development plan
- Monitoring of paurashava activities
- Master implementation
- Streets
- Drainages

7.1 Reports of Pilot Training/Extended Training

SPGP Training Report

Title of the Training	**Tax collection and assessment**
Trainees	61 (Secretaries, Tax collectors, tax assesors, etc from 21 additional Paurashavas) [1]
Date and time	1) November 14-16 2017 (3 days) 9:00 – 17 :00 2) November 21-23 2017 (3 days) 9:00 – 17 :00 3) November 28-30 2017 (3 days) 9:00 – 17 :00
Trainers and coordinators	1. Mr M. A. Quddus (Main lecturer and facilitator) 2. Mr. Md. Arif (Main Lecturer and facilitator) 3. Mr. Umor Faroque Parvez (Facilitator, NILG) 4. Ms. Kamrun Naher (Facilitator, NILG) 5. Mr. A Jehad Sarker (Facilitator, NILG) 6. Mr. Hiranmoy Roy
Venue	NILG Class room

1. Contents of the Training and the Training Methods

Day 1 (One)

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

Day 2 (Two)

09:00 - 10:30	**Recovery of arrears through attachment and sales** Rules on attachment and sales, Process of attachment and sales	Lecture and exercise
10:45 - 11:00	Tea break	
11:00 - 12:00	**Review of Paurashava Tax Collection**	Lecture and exercise

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[1] The number of participant paurashavas was 21 in total, which are Faridpur,Gopalganj, Muksudpur, Feni, Gopaldi, Raipur, Monohardi, Chandanaish, Chaumuhani, Coat Chandpur, Kalapara, Tongipara, Dhamrai, Bancharampur, Haziganj, Morelganj, Oniranpur, Shibchar, Patuakhali, Panchbibi and Nilphamari.

12:00 - 13:00	**Overview of tax assessment** Objectives of training, Legal background	Mr. M.A.Quddus Mr. Sohrab Hossain
13:00 - 14:00	Lunch and Prayer break	
14:00 - 15:45	Process of Tax Assessment at Paurashavas Process of re-assessment, Process of interim assessment	Lecture and exercise
15:45 - 16:00	Tea break	
16:00 – 16:45	Summary and report of the assessment results	Lecture and exercise
16:45 - 17:00	Closing of the day	

Day 3 (Three)

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

Materials and Equipment

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

2. Training Assessment

This training was provided in three batches. In the first batch, lectures were given by Mr. M. A. Quddus, the consultant from SPGP, while the lectures of second and third batches were given by Mr. Md. Arif of NILG.

<Overall satisfaction>
Overall, both from trainers/organizers' and the trainees' perspective[2], 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 3.68 out of 4-point scale. This was slightly lower than the same training in the past.

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

<Level of understanding>
The level of understanding of the participants was high enough, as the average score for the

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[2] Questionnaire survey on the trainees' satisfaction was conducted,

Question 1. “Did you understand the overall content of the training program?” was 3.77 out of 4-point scale.
As the training skills of the lecture seems sufficient, the level of understanding of the participants were high enough.

3. Items to be improved

There were not any issues in the implementation of the training. Paricipants also appreciated the training in principal.

SPGP Training Report

Title of the Training	**Budget formulation, accounting, monitoring and reporting**
Trainees	39 (Secretaries and Accountants, etc from 21 additional Paurashavas)[3]
Date and time	4) October 24 – 26 2017 (3 days) 9:00 – 17 :00 5) October 31, November 1-2 2017 (3 days) 9:00 – 17 :00
Trainers and coordinators	7. Mr M. A. Quddus (Main lecturer and facilitator) 8. Mr. Abdul Khaleque (Main Lecturer and facilitator) 9. Mr. Mainul Hossain (Facilitator, NILG) 10. Mr. Imranur Rahman (Facilitator, NILG) 11. Mr. Hiranmoy Roy
Venue	NILG Class room

1. Contents of the Training and the Training Methods

Day 1 (One)

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

Day 2 (Two)

Duration	Training content	Training methods
09:00 - 10:30	**Review of Paurashava Budget Formulation** Budget Formulation process; Budget Execution, Monitoring and Reporting system.	Lecture and exercise
10:30 - 10:45	Tea break	
10:45 - 13:00	Exercise on Paurashava Budget (Revenue Budget Part 1&2)	Individual exercise
13:00 -14:00	Lunch and Prayer break	
14:00 - 15:30	**Introduction on Paurashava Accounting and Budget Execution**	Lecture and exercise.

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[3] The number of participant paurashavas was 21 in total, which are Faridpur,Gopalganj, Muksudpur, Feni, Gopaldi, Raipur, Monohardi, Chandanaish, Chaumuhani, Coat Chandpur, Kalapara, Tongipara, Dhamrai, Bancharampur, Haziganj, Morelganj, Oniranpur, Shibchar, Patuakhali, Panchbibi and Nilphamari.

	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	**Outline of Accounting Process** Preparation/compilation of Accounts Statement (Receipts and Payments statement for Monthly/Quarter(s)/Annual basis).	Lecture and exercise.
16:45 - 17:00	Closing of the day	

Day 3 (Three)

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

Materials and Equipment

(ア) Projector (1)
(イ) Screen (1)
(ウ) White Board (1)
(エ) Markers
Stationaries (calculator, nameplate, eraser, pencil, and sharpener)

2. Training Assessment

This training was provided in two batches. In the first batch, lectures were given by Mr. M. A. Quddus, the consultant from SPGP, while the lectures of second batch were given by Mr. Abdul Khaleque.

<Overall satisfaction>
Overall, both from trainers/organizers' and the trainees' perspective[4], 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 3.58 out of 4-point scale. This was slightly lower than the same training in the past.

Generally, the participants have shown strong interest in the training program as a whole, especially the exercises. As proved in the previous years, conducting exercises was efficient and effective to attract the attentions of participants and increase the level of understanding. Enahancement of the training skills of the NILG lecturer might be needed in order to further increase the level of satisfaction and understanding.

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[4] Questionnaire survey on the trainees' satisfaction was conducted,

<Level of understanding>
The level of understanding of the participants was satisfactory, as the average score for the Question 1. “Did you understand the overall content of the training program?” was 3.58 out of 4-point scale.

3. Items to be improved

As mentioned above, further enhancement of the training skills of the lectures from NILG might be needed to increase the level of understanding and satisfactions of participants.

SPGP Training Report

Title of the Training	**Financial management for elected representatives**
Trainees	75 (Secretaries, Tax collectors, tax assesors, etc from 21 additional Paurashavas) [5]
Date and time	6) Decemeber 6-7 2017 (2 days) 9:00 – 17 :00 7) Decemeber 12-13 2017 (2 days) 9:00 – 17 :00 8) Decemeber 20-21 2017 (2 days) 9:00 – 17 :00 9) Decemeber 27-28 2017 (2 days) 9:00 – 17 :00
Trainers and coordinators	12. Mr M. A. Quddus (Main lecturer and facilitator) 13. Mr. Abdur Rashid (Main Lecturer and facilitator) 14. Mr. Probir Kumar Chokrabarty (Facilitator, NILG) 15. Mr. A Jehad Sarker (Facilitator, NILG) 16. Ms. Manika Mitra (Facilitator, NILG) 17. Mr. Hiranmoy Roy
Venue	NILG Class room

1. Contents of the Training and the Training Methods

Day 1 (One)

Duration	Training content	Training methods
09:00 - 09:15	Registration of Trainees	
09:15 -09:30	Inaugural Session	(NILG's Director General and Director of Training were present among other participants)
9:30 - 09:45	**Overview of budget process** Introduction, overview of process of budget processes	Lecture and exercise
9:45 - 10:45	**Budget formulation process** Overview of process of budget formulation, Individual process of budget formulation, open discussions	Lecture and exercise
10:45 - 11:15	Tea break	
11:15 - 11:45	**Budget monitoring** Budget execution, Monitoring of budget execution, open discussions	Lecture and exercise
11:45 – 13:00	**Tax collection** Securing holding tax revenue, open discussions	Lecture and exercise
13:00 - 14:00	Lunch and Prayer break	
14:00 - 15:00	**Tax Assessment** Summary and report of the assessment results (Proposed), Process of Tax Assessment at Paurashavas	Lecture and exercise
15:00 - 15:30	Tea break	
15:30 – 16:30	**Budget reporting** Budget reporting and announcement to citizens	Lecture and exercise
16:45 - 17:00	Closing of the day	

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[5] The number of participant paurashavas was 21 in total, which are Faridpur,Gopalganj, Muksudpur, Feni, Gopaldi, Raipur, Monohardi, Chandanaish, Chaumuhani, Coat Chandpur, Kalapara, Tongipara, Dhamrai, Bancharampur, Haziganj, Morelganj, Oniranpur, Shibchar, Patuakhali, Panchbibi and Nilphamari.

Day 2 (Two)

Duration	Training content	Training methods
09:00 - 10:45	**Internal auditing** Overall internal process, Monthly checking	Lecture and exercise
10:45 - 11:00	Tea break	
11:00 - 13:00	**Internal auditing** Yearly checking process	Individual exercise
13:00 - 14:00	Lunch and Prayer break	
14:00-15:30	**Exercises on internal auditing**	Lecture and exercise.
15:30 - 15:45	Closing of the Training Program	

Materials and Equipment

A) Projector (1)
B) Screen (1)
C) White Board (1)
D) Markers
Stationaries (calculator, nameplate, eraser, pencil, and sharpener)

2. Training Assessment

This training was provided in three batches. In the first batch, lectures were given by Mr. M. A. Quddus, the consultant from SPGP, while the lectures of second and third batches were given by Mr. Abdur Rashid of NILG.

<Overall satisfaction>
Overall, both from trainers/organizers' and the trainees' perspective[6], 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 3.71 out of 4-point scale. This was slightly lower than the same training in the past.

Generally, the participants have shown strong interest in the training program as a whole. Participants actively participated in group discussions and group presentations.

<Level of understanding>
The level of understanding of the participants was high enough, as the average score for the Question 1. "Did you understand the overall content of the training program?" was 3.67 out of 4-point scale.
Discussions taken place in the training seems to have enhanced the understanding level of participants.

3. Items to be improved

There were not any issues in the implementation of the training. Paricipants also appreciated the training in principal.

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[6] Questionnaire survey on the trainees' satisfaction was conducted,

SPGP Training Report

1. Training Outline

Title of the Training	Citizen Participation through WC and TLCC
Trainees	Total: 327 (Mayors, Council members, Paurashava officers/Member-secretaries from 22 Paurashavas/ Details are referred to Attachment 1: Training Participant List.)
Date and time	One day training for 14 batches from April 02 to May 09, 2018.
Trainers and coordinators	Md. Abdul Khaleque, Mr. Jehad Sarker, and Ms. Manika Mitra, and supporting staff members (NILG faculties and staff members)
Venue	National Institute of Local Government (NILG), Dhaka

2. Contents of the Training and Training Method

	Contents	Method	Lecturer/ Responsible Person
8:15-8:30	Registration		NILG staff
8:30-9:00	Opening Speech (Only for the first Batch)	• Speech	Speech by LGD and JICA representatives
9:00-9:15	Training Introduction -Objective and background of the training -Schedule -Others	• Lecture with the distributed schedule and PPT slide	NILG Faculties
9:15-9:45	Session 1: Related Laws on WC and TLCC	• Presentation with the PPT slide • Q&A	NILG Faculties
9:45-10:00	Tea Break		
10:00-11:00	Session 2: Expected Impact of Citizen Participation	• Presentation with the PPT slide • Group discussion • Q&A	NILG Faculties
11:00-11:15	Break		
11:15-12:00	Session 3: Composition, TOR, and Meetings of WC	• Presentation with the PPT slide • Q&A	NILG Faculties
12:00-12:15	Break		
12:15-13:00	Session 4: Composition, TOR, and Meetings of TLCC	• Presentation with the PPT slide • Q&A	NILG Faculties
13:00-14:30	Lunch break		

14:30-15:30	Session 5: Preparing Working Paper and Meeting Minutes	• Presentation with the PPT slide • Group work • Q&A	NILG Faculties
15:30-16:00	Wrap-up and training evaluation	• Q&A • Questionnaire	NILG Faculties

Materials and Equipment

i. Projector (1)
ii. Screen (1)
iii. PC
iv. PA System
v. White Board or easel for flip chart (2)
vi. Markers
vii. Stationery (pen and note)
viii. Operational Handbook and other handouts

3. Characteristic of Training Participants

For inquiring the characteristic of training participants, some relevant questions are included in the questionnaire of training evaluation conducted at the end of each training batch. The summary is as following.

One notable finding is that the proportion of newly elected Mayors (first term) to succeeding Mayors (more than one term) is around twice. In addition, the portion of Upazila Parishad councilors is also around twice. The project invited almost all of Mayors and councilors from 22 Upazilas, therefore we can estimate that the two-third of Mayors and councilors is replaced at the election. We can use this information for estimating the number of core training target after the Paurashava election in future.

Gender Balance	Female	22%	Male	78%
Academic Background	No class			0.3%
	Complete the Primary School			7.9%
	Complete the Secondary School			26.6%
	Complete the High Secondary School			25.3%
	Complete the College/University			22.2%
	Complete the Mater and Higher Degree			17.7%
Official position	Mayor (First term)			4.7%
	Mayor (More than 2 terms)			2.7%
	Paurashava Parishad members (First term)			42.8%
	Paurashava Parishad members (more than two terms)			19.9%
	WC/TLCC member secretary/officer (First Term)			14.4%
	WC/TLCC member secretary/officer (more than two terms)			13.8%
	Others			1.7%
Age distribution	20ths			0.6%
	30ths			15.0%
	40ths			39.4%
	50ths			35.0%
	60ths			9.4%
	70ths and above			0.6%

(Valid questionnaire is 325 out of total 327 participants.)

4. Training Assessment

To know the firsthand reaction from training participants, a questionnaire survey was conducted in each training batch. The following section describes the result of questionnaire surveys focused on overall evaluation (satisfaction) and self-evaluated understanding of trainees.

<Overall evaluation>

The average score of overall evaluation (satisfaction) is 3.46 out of 4-point scale. When same question was given to TLCC/WC stakeholders from pilot Paurashavas in the previous same training program in 2017, the score was 3.71. Although the score is slightly lower than previous one, the training was implemented properly and positively accepted by the training participants judging from the fact that the score is very close to 3.5.

<Level of understanding>
The score of self-evaluated understanding of training participants was 3.45 out of 4-point scale. Although the score in 2017 was 3.78 and slightly lower, the level of understanding is considered still good because of just slightly lower than 3.5.

<Remark>
The decrease of scores from the previous training program is within the scope of the assumption. The hidden objective of this training was to transfer the function of training implementation and management from SPGP to NILG. The experienced local consultant (LC) of the project was instructed to attend the training as an observer and refrain from direct intervention during the training. LC gave advice to facilitators from NILG occasionally just before and after the training.
Meanwhile, SPGP monitored the performance of facilitators during the training. Following section describes the result.

5. Monitoring of Facilitator Performance

Three (3) faculties from NILG were assigned as facilitators for the training program and the implementation and management was conducted mainly by them. Although TOT on the training program was conducted once in 2017, complementary TOT was conducted for them just before this training program in March 2018.

The monitoring of facilitator performance was conducted by the project during the training and scores out of 4 point-scale were fixed per facilitator from four (4) view points; presentation, facilitation, subject knowledge, and training evaluation. The detail description of performance monitoring is referred to Attachment 3: Capacity Assessment for the Facilitators of Citizen Participation Training.

The result of monitoring is as following;

	Name of Facilitator	**Presentation skills: Level (1/2/3/4)**	**Facilitation skills during group work: Level (1/2/3/4)**	**Subject knowledge level: (1/2/3/4)**	**Training Evaluation: Level (1/2/3/4)**
1	Mr. Md. Abdul Khalequ	3.4	2.2	2.6	3.3
2	Mr. A Jehad Sarker	3.4	2.0	1.7	3.6
3	Ms. Manika Mitra	3.3	2.0	1.8	3.4

While the project target level is more than 3.0, the scores of Facilitation skills and Subject knowledge doesn't reach it for all of facilitators. On the other hand, the scores of Presentation skills and Training evaluation reach the expected level: more than 3.0. Although it can be concluded that the training program is implemented effectively, individual facilitator is necessary to improve their capacity, especially, their Facilitation skill and Subject knowledge.

6. Issues to be Considered and Recommendation

1) Time management
The facilitators should be more careful of the time management. Although the training program is designed with the certain time allocation and implementation steps, the facilitators were not very careful of them. They tend to compromise the time and steps just because training participants

request completing the training program earlier than scheduled time.

2) Preparation of the training
The facilitators should read through the main handbook and understand it well before implementing the training at least. It is not enough to understand the contents of presentation materials. In addition, when they make a presentation and add some
additional information from individual knowledge, it is recommended to choose relevant topics and information carefully before implementing the training. When they choose irrelevant topics and information, training participants may become confused and the right message in the presentation is not well transferred.

SPGP Training Report

Title of the Training	**Training Course on Preparation and Implementation of Paurashava Development Plan**
Trainees	A total of 115 trainees, which are Mayors, members of the Urban Planning, Citizen Services & Development Standing Committee, Secretaries, Engineers and Town Planners from the following 16 Paurashavas [1st batch] Dhamrai, Sujanagar, Chandanaish, Choumuhoni [2nd batch] Patuakhali, Morelganj, Mehendiganj, Muksudpur [3rd batch] Choumohani, Raipura, Monohardi, Shibchar [4th batch] Bancharampur, Kotchandpur, Panchbibi, Manirampur
Date and time	[1st batch] April 22-24, 2018 (3 days) 9:00-17:00 [2nd batch] May 6-8, 2018 (3 days) 9:00-17:00 [3rd batch] May 13-15, 2018 (3 days) 9:00-17:00 [4th batch] July 31-August 1, 2018 (2 days) 9:00-17:00
Trainers	[1st batch] Main trainers: Mr. Forkan Ahmed Khan, Deputy Director (DD), Regional Municipal Support Unit (RMSU) Cummula, LGED; Mr. Md. Nabiul Islam, DD, RMSU Rangpur, LGED; Mr. Md. Sohrab Hossain, Consultant, SPGP Groupwork facilitators: Ms. Tahera Khatun, Assistant Director (AD), RMSU Rangpur, LGED; Mr. Jobiada Parveen, AD, Central MSU, LGED; Mr. Debbrata Kumar Mondal, AD, RMSU Faridpur, LGED; Mr. Pulin Chandra Goldar, Urban Development Specialist, MSU, LGED; Mr. Md. Asaduzzaman, Consultant, SPGP [2nd batch] Main trainers: Mr. Anisur Rahman Mandal, DD, RMSU Sylhet, LGED; Mr. Md. Aminul Islam, DD, RMSU Mymensingh, LGED; Mr. Md. Sohrab Hossain Groupwork facilitators: Mr. Debbrata Kumar Mondal; Ms. Tahera Khatun; Mr. Subrota Kumar Biswas, AD, RMSU Barisal, LGED; Mr. Sadi Mohammad, AD, RMSU Bogra, LGED; Mr. Md. Asaduzzaman [3rd batch] Main trainers: Mr. Md. Nazrul Islam, DD, RMSU Khulna, LGED; Mr. Anisur Rahman Mandal; Mr. Md. Sohrab Hossain Groupwork facilitators: Mr. Sadi Mohammad; Mr. Biplab Mondal, AD, RMSU Khulna, LGED; Ms. Farhana Lima, Assistant Engineer, Urban Management Unit, LGED; Mr. Mohammad Sadat Khan, AD, RMSU Chottogram; Mr. Md. Asaduzzaman [4th batch] Main trainers: Mr. Md. Nazrul Islam; Mr. Forkan Ahmed Khan; Mr. Md. Sohrab Hossain Groupwork facilitators: Mr. Pulin Chandra Golder; Mr. Mohammad Sadat Khan; Mr. Debbrata Kumar Mondal; Mr. Md. Shahabul Islam, Urban Planner, City Region Development Project, LGED; Mr. Md. Asaduzzaman
Venue	LGED training room

1. Contents of the Training and Training Methods

The training had two objectives: 1) capacity development of Paurashava officials; and 2) development of teaching skills of LGED trainers on this particular subject. For the second purpose, LGED provided two main trainers (lecturers) and four groupwork facilitators for each batch whilst two SPGP local staff supported them and also served as the main trainer and groupwork facilitator from time to time.

The training targeted mayors, members of the standing committee on urban development, citizen services and development (UDCSD), Secretaries, Engineers and Town Planners (if any). The course consists of 11 sessions, an opening session and a closing session. Though it would have been better to train all the councilors, not just members of UDCSD standing committee, the targets were limited considering the feasibility of implementation of this training nation-wide by LGED after SPGP's withdrawal.

The training programme is based on the Handbook on Preparation and Implementation of Paurashava Development Plan prepared by the SPGP team and reviewed by the review team of the Local Government Division. It focuses on hands-on learning. The participants simulated, in a variety of group exercises, the main steps of development planning such as identification of citizens' demands, a situation analysis, visioning and priority setting, based on the situation of their own Paurashava. Because none of the invited Paurashavas have ever prepared development plans and the participants had little idea what a development plan is, groupwork facilitators guided them attentively during exercises and SPGP local staff provided advice to those facilitators where appropriate.

Details of the programme are shown in the table below.

DAY 1

Time	Session	Contents
9:30 –10:00	Course registration and inaugural session	
10:00 – 10:45	**[Session 1]** **Concept of development planning:** ***What is it and what makes it important?***	• An idea of development planning and a development plan • Importance and benefits of development planning and participatory planning • Related rules of the government
10:45– 11:15	Tea break	
11:15– 12:00	**[Session 2]** **Scope of a development plan:** ***What can a development plan cover?***	• Duration of a development plan • Subject areas covered by a development plan
12:00 – 13:00	**[Session 3]** **Overall process of development planning:** ***Who does what in a development planning process?***	• Flow of development planning • Roles of stakeholders
13:00 – 14:00	Prayer and lunch break	
14:00 – 15:00	**[Session 4]** **Steps of development planning (1):** ***How can we start a planning process?***	• Decision-makingregarding development plan preparation • Preparatory meeting
15:00 – 17:00 (including a tea break)	**[Session 5]** **Steps of development planning (2):** ***How can we collect demands from wards?***	• Identification of problems/demands and possible actions • Consultation with residents

DAY 2

Time	Session	Contents
9:30 –10:00	Review of the previous sessions	
10:00 – 12:30 (including a tea break)	**[Session 5]** (Continued) **Steps of development planning (2):** ***How can we collect demands from wards?***	- Ward-level visioning - Prioritization of actions - Compilation of a priority list
12:30 – 13:15	**[Session 6]** **Steps of development planning (3):** ***How can weanalyse where we stand?***	- Estimation of available financial resources - Paurashava situation assessment
13:15– 14:15	Prayer and lunch break	
14:15– 16:00	**[Session 6]** (Continued) **Steps of development planning (3):** ***How can weanalyse where we stand?***	- Paurashava situation assessment (continued)
16:00 – 17:30 (including a tea break)	**[Session 7]** **Steps of development planning (4):** ***How can we create a sharedimageof the future?***	- Preparation of a draft Paurashava vision statement

DAY 3

Time	Session	Contents
9:30 –10:00	Review of the previous sessions	
10:00 – 13:00 (including a tea break)	**[Session 8]** **Steps of development planning (5):** ***How can we prioritize activities/projects to implement?***	- Preparation of a draft list of priority projects/activities
13:00– 14:00	Prayer and lunch break	
14:00 – 15:00	**[Session 9]** **Steps of development planning (6):** ***How can a development plan document be compiled and finalized?***	- Compilation of a draft development plan document - Discussion of a draft plan in TLCC meeting - Finalization of the draft plan in the Council meeting
15:00– 16:00	**[Session 10]** **Steps of development planning (7):** ***How can we show what we plan to do in the next fiscal year?***	- Preparation of an annual action plan and the annual budget
16:00 – 16:30	**[Session 11]** **Monitoring of development plan implementation:** ***Why and how should it be monitored?***	- Objectives of monitoring - Monitoring process
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:

(a) Projector
(b) Large sheets of paper for group exercises
(c) Stationaries (cards, markers, nameplates)

Besides, from the second batch onward, development plans prepared by SPGP pilot Paurashavas were shown to the participants as a reference.

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 score on overall impression of the participants on the course was 3.52, which is exactly the same as the score for pilot training and thus higher than the SPGP team had expected. One of the main factors that have contributed to the good satisfaction level of the participants is probably the efforts made by SPGP staff and groupwork facilitators of LGED. It seemed that unfortunately some of the main trainers from LGED were not prepared sufficiently for the training though the SPGP team requested them to go through the handbook and reference materials thoroughly beforehand. Consequently, SPGP local staff had to take over some sessions. In contrast, most of the groupwork facilitators were well-prepared and supported the participants attentively during exercises.

Because many participants wanted a longer duration for the training as is the case with any other training courses of SPGP, a few more days would raise their satisfaction level though it is not very feasible when the training is implemented nation-wide.

<Level of understanding>
The mean score on the level of understanding of the participants was 3.42, which is slightly lower than in pilot training. Given a lower share of councilors than in pilot training, the level of understanding could have been a little higher if enough preparation had been made on the side of trainers individually and collectively. In addition to the fact that the main trainers of LGED were not very well prepared for the training, the SPGP team and LGED trainers were not able to have sufficient preparation together because most of the latter are stationed outside Dhaka. However, as the trainers gain more experience in this training and also become more used to training of elected representatives, the understanding level of participants will be improved.

The SPGP team observed that when the Mayor actively participates in the training, other trainees from the same Paurashava seriously work in exercises and consequently understand training contents better than others. Mayor’s participation is therefore important for the training.

3. Items to be improved

The organization of training was improved batch by batch particularly in terms of time allocations and division or responsibilities among trainers. The skills of the LGED trainers were also improved, but they still need to gain more experience. Maybe some guidance notes can be prepared by SPGP local staff to facilitate their skills improvement.

The level of participation of female councilors remained low in all the four batches though facilitators tried to get them involved in discussions. Special attention to them will continue to be required during every training.

SPGP Training Report

Title of the Training	**Training Course on Monitoring of Paurashava's activities by the Council and Standing Committees**
Trainees	[1st batch] 30 from Kanaighat Paurashava and Sengarchar Paurashava (Mayors, all Councilors, Secretaries, and heads of Engineering Division) [2nd batch] 26 from Bakerganj Paurashava and Shailkupa Paurashava (Mayors, Councilors, Secretaries, and heads of Engineering Division) [3rd batch] 15 from Atgharia Paurashava (Councilors, Secretary and Engineers)
Date and time	[1st batch] September 25-26, 2017 (2 days) 9:00-17:00 [2nd batch] October 4-5, 2017 (2days) 9:00-17:00 [3rd batch] January 10-11, 2018 (2 days) 9:00-17:00
Trainers	[1st batch] Main trainers: Mr. Md. Arif, Joint Director, NILG; Mr. Md. Sohrab Hossain, Consultant, SPGP; Ms. Rie Fusamae, JICA consultant, SPGP Group work facilitators: Mr. Md. Asaduzzaman, consultant, SPGP; Mr. Nazim Uddin, Documentation Officer, NILG [2nd batch] Main trainers: Mr. Md. Abdul Khaleque, Deputy Director, NILG; Mr. Md. Sohrab Hossain Group work facilitators: Mr. Md. Asaduzzaman; Mr. Md. Yeasin Arafat
Venue	NILG training room

1. Contents of the Training and Training Methods

The training targeted all elected representatives and heads of the Administrative Division and Engineering Division. The course consists of 4 sessions, an opening session and a closing session. It followed a draft handbook on monitoring of Paurashava's activities by the Council and standing committees prepared by the SPGP team.

The programmes focuses on hands-on learning. In each session, the participants simulated monitoring activities based on case materials developed from actual administrative documents of one of the pilot Paurashavas. Because checking administrative documents is a completely new activity for councilors, the main trainers as well as group work facilitators provided advice and comments during and after the exercises.

Details of the programme are shown in the table below.

DAY 1

Time	Session	Contents	Main Trainer
9:00 - 10:00	**Inaugural session**	Participants registration and inauguration of the training course	Md. Mahbub Hossain, Additional Secretary, Local Government Division or none depending on the batch
10:00 - 10:40	**[Session 1] Overview of monitoring of Paurashava's activities**	• Introduction to monitoring of local government operations • Scope and actors of monitoring of Paurashava's activities	Rie Fusamae or Md. Sohrab Hossain depending on the batch
10:40 - 11:00	Tea break		

11:00 - 13:30	**[Session 2]** **Process of tax collection monitoring**	• Objective of monitoring • Roles of actors • Steps of monitoring	Md. Arif or Md. Khaleque depending on the batch
13:30 - 14:30	Prayer and lunch break		
14:30 - 17:00 (including tea break)	**[Session 3]** **Process of budget execution monitoring**	• Objective of monitoring • Roles of actors • Steps of monitoring	Md. Arif or Md. Khaleque depending on the batch

DAY 2

Time	Session	Contents	Main Trainer
9:30 - 10:30	**[Session 3]** **Process of budget execution monitoring** (cont'd)	• Steps of monitoring (cont'd)	Md. Arif or Md. Khaleque depending on the batch
10:30 - 13:00 (including a tea break)	**[Session 4]** **Process of development plan implementation**	• Objective of monitoring • Roles of actors • Steps of monitoring	Md. Sohrab Hossain
13:00 - 14:00	Player and lunch		
14:00 - 15:30	**Process of development plan implementation** (cont'd)	• Steps of monitoring (cont'd)	Md. Sohrab Hossain
15:30 - 16:00	Closing session		
16:00 -	Tea		

The training materials handed out to each participant are: 1) course guide; 2) a copy of the training handbook; 3) case materials for exercises; and 4) a SPGP brochure.

The following equipment was used during the training:

(ア) Projector
(イ) Large sheets of paper for group exercises
(ウ) Stationaries (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 3.54, which is more or less an average score for SPGP training. It would have been higher if there had not been serious problem with accommodation and food for the second batch, on which most of the participants complained very much. Though the level of understanding of the participants was not high, which will be discussed below, it did not affect the overall impression of the training. The exercise-based learning employed in this training might have led to good impression of the training on the side of participants.

<Level of understanding>

The mean score on the level of understanding of the participants was 3.40. Though it is relatively low compared to scores on other SPGP training courses, it was expected because the subject is new to Paurashavas and more importantly, it is difficult for councilors, which account for 80% of the participants, to understand Paurashava's administrative documents such as budget document. Thus, the training was designed in the way in which participants can simulate monitoring activities with actual Paurashava documents. However, the SPGP team found that a two-day training can only do a little to have councilors understand how they can monitor Paurashava's activities. Even if the training itself and the handbook are improved, the understanding level of councilors will probably not get higher. The SPGP team believes that practice is the only way for councilors to fully understand what is described in the handbook.

3. Items to be improved

The participants gave few comments about training contents in the training feedback sheet. The SPGP team reviewed training implementation every time and has improved some earlier problems such as inefficient time management and low level of participation of female councilors. There is scope for improvement of facilitation by some new NILG trainers in this training.

The SPGP team will revise the handbook for finalization based on feedback from training participants and field support experience in pilot Paurashavas.

SPGP Training Report

Title of the Training	**Training Course on Monitoring of Paurashava's activities by the Council and Standing Committees**
Trainees	A total of 110 trainees, which are Mayors, chairpersons of three standing committees, Secretaries and heads of Engineering Division from the following 20 Paurashavas [1st batch] Haragach, Dewanganj, Pirgon, Nilphamari and Mehendigonj [2nd batch] Dhamrai, Raipura, Monohardi, Shibchar and Muksudpur [3rd batch] Haziganj, Sujanagar, Chandanaish, Choumohani, and Morelganj [4th batch] Panchbibi, Manirampur, Bancharampur, Kotchandpur, and Patuakhali
Date and time	[1st batch] July 9-10, 2018 (2 days) 9:00-17:00 [2nd batch] July 18-19, 2018 (2days) 9:00-17:00 [3rd batch] July 25-26, 2018 (2 days) 9:00-17:00 [4th batch] July 31-August 1, 2018 (2 days) 9:00-17:00
Trainers	[1st batch] Main trainers: Mr. Md. Arif, Joint Director, Training & Coordination (T&C), NILG; Ms. Kamrun Nahar, Assistant Director, T&C, NILG Groupwork facilitators: Mr. Nurul Islam, Research Officer, NILG; Md. Umar Faroque Parvez, Statistical Officer, NILG; Mr. Md. Sohrab Hossain, Consultant, SPGP; Mr. Md. Asaduzzaman, Consultant, SPGP [2nd batch] Main trainers: Mr. Md. Arif; Mr. Md. Abdul Khaleque, Deputy Director, T&C, NILG. Groupwork facilitators: Mr. Md. Shafiqul Islam, Joint Director, Administration & Coordination, NILG; Md. Imranur Rahman, Assistant Research Officer, NILG; Mr. Md. Sohrab Hossain; Mr. Md. Asaduzzaman [3rd batch] Main trainers: Mr. Md. Abdul Khaleque; Ms. Kamrun Nahar. Groupwork facilitators: Mr. Md. Nazim Uddin, Documentation Officer, NILG; Md. Umar Faroque Parvez ; Mr. Md. Sohrab Hossain ; Mr. Md. Asaduzzaman. [4th batch] Main trainers: Mr. Md. Arif; Mr. Md. Khaleque. Groupwork facilitators: Mr. Abul Kashem Muhammad Shaheen, Deputy Director, T&C, NILG; Ms. Shanzida Begum, Deputy Director, T&C, NILG; Mr. Md. Sohrab Hossain; Mr. Md. Asaduzzzaman
Venue	NILG training room

1. Contents of the Training and Training Methods

This training had two objectives: 1) capacity development of Paurashava officials; and 2) development of teaching skills of NILG trainers on this particular subject. For the second purpose, NILG provided two main trainers (lecturers) and two groupwork facilitators for each batch whilst two SPGP local staff supported them and also worked as groupwork facilitators.

The training targeted mayors, a few councilors who are chairmen of three relevant standing committees (SC), namely, Tax Assessment and Collection SC, Accounts and Audit SC, and Urban Planning, Citizen Services and Development SC, Secretaries and heads of the Engineering Division. The course consists of 4 sessions, an opening session and a closing session. Though it would have been better to train all the councilors rather than three chairmen of the standing committees, the targets were limited considering the feasibility of implementation of this training nation-wide by NILG after SPGP's withdrawal.

The training programme is based on the Handbook on Monitoring of Paurashava's Activities by the Council and Standing Committees prepared by the SPGP team and reviewed by the review team of the Local Government Division. It focuses on hands-on learning. In each session, the participants simulated monitoring activities based on case materials developed from actual administrative documents of one of the SPGP pilot Paurashavas. Because checking administrative documents is a completely new activity for councilors, the main trainers as well as group work facilitators provided advice and comments during and after the exercises.

Details of the programme are shown in the table below.

DAY 1

Time	Session	Contents	Main Trainer
9:00 - 10:00	**Inaugural session**	Participants registration and inauguration of the training course	Md. Mahbub Hossain, Additional Secretary, Local Government Division, Rie Fusamae, JICA consultant, SPGP, or none depending on the batch
10:00 - 10:40	**[Session 1]** **Overview of monitoring of Paurashava's activities**	• Introduction to monitoring of local government operations • Scope and actors of monitoring of Paurashava's activities	Md. Arif, MSohrab Hossain depending on the batch
10:40 - 11:00	Tea break		
11:00 - 13:30	**[Session 2]** **Process of tax collection monitoring**	• Objective of monitoring • Roles of actors • Steps of monitoring	Md. Arif or Md. Khaleque depending on the batch
13:30 - 14:30	Prayer and lunch break		
14:30 - 17:00 (including tea break)	**[Session 3]** **Process of budget execution monitoring**	• Objective of monitoring • Roles of actors • Steps of monitoring	Md. Arif or Md. Khaleque depending on the batch

DAY 2

Time	Session	Contents	Main Trainer
9:30 - 10:30	**[Session 3]** **Process of budget execution monitoring** (cont'd)	• Steps of monitoring (cont'd)	Md. Arif or Md. Khaleque depending on the batch
10:30 - 13:00 (including a tea break)	**[Session 4]** **Process of development plan implementation**	• Objective of monitoring • Roles of actors • Steps of monitoring	Md. Sohrab Hossain
13:00 - 14:00	Player and lunch		
14:00 - 15:30	**Process of development plan implementation** (cont'd)	• Steps of monitoring (cont'd)	Md. Sohrab Hossain
15:30 - 16:00	Closing session		
16:00 -	Tea		

The training materials handed out to each participant are: 1) course guide; 2) a copy of the training handbook; 3) case materials for exercises; and 4) a SPGP brochure.

The following equipment was used during the training:

- (a) Projector
- (b) Large sheets of paper for group exercises
- (c) Stationaries (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 score on overall impression of the participants on the course was 3.52, which is almost the same as the score for pilot training and thus higher than the SPGP team had expected. This relatively good level of satisfaction can be attributed to good preparation made by both SPGP and NILG. SPGP local staff improved exercise materials after pilot activities and also gave NILG trainers advice for preparation for the training. The NILG side made very good logistical arrangement in an efficient manner. There were in fact few complaints from participants about logistical arrangement. Though most of the NILG's trainers participated in this training for the first time as trainer, SPGP local staff supplemented their performance effectively.

<Level of understanding>

The mean score on the level of understanding of the participants was 3.36. Though the score is low compared to other SPGP pilot training courses, it was expected given the fact that the subject is very new to Paurashavas and half of the participants are councilors who know little about Paurashava's workings. In fact, the understanding level was almost the same as that on pilot training previously conducted despite the fact that the knowledge and skills of NILG trainers on this particular training were still under development. That is probably because SPGP local staff supplemented NILG trainers' teaching very well and also many of the NILG trainers had prepared themselves for the training.

Though further improvement in skills of NILG trainers could raise the understanding level of participants a little, the SPGP team believes that, without practice by themselves, it would be difficult for councilors to fully understand what is written in the handbook.

3. Items to be improved

There is scope for improvement in the skills of the NILG trainers. Because they are not familiar with the training subject and also most of them have no experience in local government administration, it is difficult for them to provide good advice to participants. Maybe some guidance notes for NILG trainers can be prepared by SPGP local staff for their reference.

SPGP Training Report

Training Duration: 25 to 27th February, 2018

Venue: RDEC Bhaban, Level-11, LGED, HQ

Subject	Training on Master Plan Implementation Operational Handbook
Participants	Total Attendance 22 out of 25. Participants from Paurashava (Gopalganj Paurashava, Faridpur Paurashava, Madaripur Paurashava) : → Paurashava Mayor (From Large PS); (attended 2 out of 3) → Paurashava Councilor (Chairman of Urban Planning, Citizen Services and Development related Standing Committee); (attended 2 out of 3) → Executive Engineer; (attended 2 out of 3) → Town Planner; (attended 3 out of 3), → Assistant Engineer; (attended 3 out of 3) → Sub-Assistant Engineer; (attended 3 out of 3) Participants from LGED → LGED nominated Lecturers; (attended 7 out of 7).
Name of persons that attended the Inaugural Session	Mr. Md. Shafiqul Islam Akand, Director, MSU, LGED. Mr.Abdul Gaffar (Consultant) Mr. Nakamura Yosi (Consultant) Md. Abdul Motalleb (Consultant- Infrastructure Development) Mr.Shahriar Amin (Consultant) Md. Maksudur Rahman (Junior Consultant-Infrastructure)
Attendance of the Main Guest	Mr. Md. Mahbubur Rahman, Additional Secretary, LGD Attended on the morning session of the 2nd day of the training.
Training Objectives	1) Orient with Master Plan and its importance, 2) Understand objectives and scope of the implementation of respective Master Plan, 3) Learn about the steps and methods required for implementing the Master Plan, and 4) Understand the roles of Paurashava relevant Personnel to be played during Master Plan Implementation process. 5) Provide feedbacks to improve the course and the Master Plan Implementation Handbook

1. Contents of the Training

Day-01

Date	Time	Session No.	Subject	Trainer
Inaugural Session				
25 February 2018, Sunday	9:00 – 10:00	Inaugural session	Participants registration and inauguration of the Training Course	Mr. Md. Abdul Rouf Mia, Deputy Secretary, LGD and PD, SPGP, SPGP Representatives; Mr. Md. Shafiqul Islam Akand, Director, MSU, LGED. Mr. Md. Mahbub Hossain, Additional Secretary, LGD
	10:00-10:20		Tea break	
	Working Session			
	10:20- 11:20	1	Introduction of MP, MPI and its importance.	Md. Abdul Gaffar
	11:20-13:00	2	Orientation on Master Plan (Form, Formulation Process, Components, approval, revision etc.)	Syed Shahriar Amin, Md. Abdul Motalleb
	13:00-14:00		Prayer and Lunch	
	14:00-15:30	3	Orientation of MPI Aspect (Implementation Tools, Institutional Set-up, Financing, Governance; Implementation Target etc.)	Syed Shahriar Amin, Md. Abdul Motalleb
	15:30-15:50		Tea break	
	15:50-17:00	4	Administrative action to start MPI Process	Syed Shahriar Amin, Md. Abdul Motalleb
	17:00-17:30		Session Review	

Day-02

Date	Time	Session No.	Subject	Trainer
26 February, 2018 Monday	9:00-11:00	5	Preparing Plan for Master Plan Implementation: Step 1 & 2	Syed Shahriar Amin, Md. Abdul Motalleb
	11:00-11:20		Tea break	
	11:20-13:00	6	Preparing Plan for Master Plan Implementation: Step 3 & 4	Syed Shahriar Amin, Md. Abdul Motalleb
	13:00-14:00		Prayer and Lunch	
	14:00-15:40	7	Preparing Plan for Master Plan Implementation: Step 5 & 6	Syed Shahriar Amin, Md. Abdul Motalleb
	15:40-16:00		Tea Break	
	16:00-17:00	8	Activities on Development Control: Step-1 LUC (Part)	Syed Shahriar Amin, Md. Abdul Motalleb
	17:00-17:30		Session Review	

Day-03

Date	Time	Session No.	Subject	Trainer
27 February, Tuesday	9:00 – 10:30	8	Activities on Development Control: Step-1 LUC (rest of the parts)	Syed Shahriar Amin, Md. Abdul Motalleb
	10:30-10:50		Tea Break	
	10:0-11:50	9	Activities on Development Control: Step-2 Clearance for Building approval	Syed Shahriar Amin, Md. Abdul Motalleb
	11:50-13:00	10	Development Control: Process of Authorization	Md. Abdul Gaffar, Syed Shahriar Amin,

			for Road, Drain and Urban Services	Md. Abdul Motalleb
	13:00-14:00		Prayer and Lunch	
	14:00-15:30	11	Monitoring and Evaluation of MPI	Syed Shahriar Amin, Md. Abdul Motalleb
	15:30-15:50		Tea Break	
	15:50-16:30		Session Review	
	Closing Session			
	16:30-17:30		• Course review and evaluation • Filling in the feedback sheet • Certificates distribution • Closing remarks from the course organizer.	Mr. Md. Abdul Rouf Mia, Deputy Secretary, LGD and PD, SPGP, SPGP Representatives;

Materials and Equipment
(a) Projector (1)
(b) Screen (1)
(c) White Board (1)
(d) Markers
Stationaries (calculator, nameplate, eraser, pencil, and sharpener)

2. Training Assessment (Annex 2 and 3)

<Overall satisfaction>
Overall, both from trainers/organizers' and the trainees' perspective[7], the training was a success, making a good start for the SPGP training program as a whole.

The average score for the Question 14. "Let us know your overall impression of the training," was 3.31 (95% Confidence Interval (CI)[8] 3.06 to 3.57) out of 4-point scale.

<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 3.38 (95% CI 3.11 to 3.64) out of 4-point scale.

3. Items to be improved (Annex 2 and 3)

In the Handbook, some of the tables need to be changed or re-arranged (to consistent with LGED prepared Mater Plan), so that to use properly during the exercise in the training.

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[7] Questionnaire survey on the trainees' satisfaction was conducted,

[8] The CI gives a range of values within which we are reasonably confident contain the population value lies. In this case, we are 95% confident that 3.67 to 4.13 includes the true value for the Question 14 in this population.

The power point presentation should be further revised to make it simple and need to incorporate good examples with specific exercise tables, etc. Incorporation of few examples may enhance the understanding capacity of the particular subject matters.

Duration of the training was found insufficient. It should be four days to cope up the subject matters and exercises at acceptable level.

The training venue/space found sufficient for small number of participants like: less than> 20. But there should be scope to re-arrange the sitting arrangement to make it as perfect as like a training room not the meeting room.

Annex 1 Results of Training Feedback
Annex 2 Results of Feedback on Handbook

Annex １ Results of Training Feedback

a) Summary Data Sheet

No.	Question	Mean	Std. Err.	95% CI				
Q1	Did you understand the overall content of the training program?	3.33	0.11	(	3.11	to	3.55	)
Q3	Are the topics selected for the training subject appropriate?	3.33	0.11	(	3.11	to	3.55	)
Q4	Can you use knowledge and skills obtained through the training?	3.05	0.15	(	2.74	to	3.35	)
Q6	Was the timing of the training (date and time) appropriate?	3.05	0.08	(	2.87	to	3.22	)
Q7	Was the duration of training (total time of training) appropriate?	2.81	0.19	(	2.41	to	3.21	)
Q8	Was the proportion of time allocated to different activities (lecture, discussion, group work, break, etc.) throughout the course appropriate?	3.10	0.14	(	2.81	to	3.38	)
Q9	Were the printed materials (texts, presentation slides, etc.) provided easy to understand?	3.33	0.11	(	3.11	to	3.55	)
Q10	Were the examples or case studies provided during the training course helpful?	3.33	0.11	(	3.11	to	3.55	)
Q11	Was the training facility (class room, accommodations, etc.) appropriate?	2.86	0.10	(	2.64	to	3.07	)
Q12	Were the explanations and the instructions made by the main lecturer easy to understand?	3.24	0.14	(	2.95	to	3.52	)
Q13	Were the explanations and the instructions made by other lecturers and/or facilitators easy to understand?	3.33	0.11	(	3.11	to	3.55	)
Q14	Let us know your overall impression of the training.	3.52	0.11	(	3.29	to	3.76	)

b) Written Feedback

Question no: 1- Did you understand the overall content of the training program?

- There was no discussion about chapter 5.
- It is necessary to have this training for 10 days at least.

Question no: 3- Are the topics selected for the training subject appropriate?

- There is no alternative of this training for planned urbanization.

Question no: 4- Can you use knowledge and skills obtained through the training?

- It could be better if the Master Plan was approved as a Gazette
- It is not possible to implement the knowledge we gained from this training as long as there is no Gazette for the Master plan.

Question no : If you answered "can use partially" or "cannot use at all" in the above Question 4, please explain the reason in the space below.

- Gazette notification is still not done for the Master Plan as a legal document.
- Lack of awareness and the Gazette is not prepared
- After gaining the knowledge if we want to implement it then we need the proper field. In the Paurashava there is lack of good governance. So the opportunity is limited to do good work and to implement the law.
- We got sufficient knowledge from this training but to implement the knowledge at Paurashava level it is necessary to have one Urban Planner for each Paurashava and we also should have the Master Plan as a Gazette.
- It is necessary to have the training for 10 days at least.

Question no : 6- Was the timing of the training (date and time) appropriate?

- It is necessary to extend the time duration of this training.
- It would be better if the time duration is little more extended.
- The training should be more detailed. It should be at least for 7 days.

Question no : 7- Was the duration of training (total time of training) appropriate?

- It was necessary to have more practice.
- It might be better if the time duration was expanded for two more days.
- In view of number of days it should be more extended.
- This training should be at least for 5 days.
- At least 10 days are needed.

Question no : 8- Was the proportion of time allocated to different activities (lecture, discussion, group work, break, etc.) throughout the course appropriate?

- This training should be more detailed and should take more time.

Question no : 11 Was the training facility (class room, accommodations, etc.) appropriate?

- The seating arrangement of the class room was not ok.
- The living accommodation was not up to the mark/ it is not fair to judge all Paurashavas A. B. C. equally.
- Problem to distribute the rooms for the classes
- It could be better if other facilities including residential accommodation was informed before.

Question no : 12 Were the explanations and the instructions made by the two main trainers easy to understand?

- It was necessary to have more trainers.

Question no : 15 Let us know the topics that you would like to learn more in relation to the subject treated in this training course.

- It is necessary to give training on G. I. S software.
- Development planning, roads and highway development, drainage system development.
- Negative
- It is necessary to make plan for street and drainage development.
- I would like to know about the topic that would be updated and expanded later.
- 1. Manual related with land use, 2. About roads affairs and 3. Drain affairs
- About drain network and capacity, etc.
- 1. If I face difficulties to understand the Manual then I will discuss with whom? 2. Other Handbooks.
-
    - Strategy, Policy and related rules.
    - If the Master plan is not implemented then what will be the punishment?
    - Is it possible to say the Structural Plan a Conceptual Plan or idea?

- To make a good planning, it is necessary to make a Directorate under the Local Government Ministry, where all Paurashava service affairs offices will be located. The local office can be set up at every district town. It is necessary to have Local Government Service Cadre with all Local Government Staffs for the whole country. There, everyone from the Union Parishad to City Corporation will be under the same umbrella. As a result skilled manpower will be created and besides this, planning for good services will be made and the implementation will be effective and easy. It is necessary to keep in mind that, only by giving training the development will not be achieved.
- Policy regarding the amendment of the Master plan.
- The content of this training is comprehensive. The train duration should be at least for 7 days to understand the topic better.
- It is necessary to have more practice and detailed presentation regarding the tables given in this guide.

Question no : 16- Please write any comments that you would like to convey to us.

- This training should be conducted in all Paurashava of Bangladesh, it will include all Paurashavas who have Master Plan and who don’t have it.
- We should have training on G. I. S
- Different types of format, for example application for land use etc. should be arranged to print properly and correctly.
- It is necessary to give financial assistance to implement some special projects related with the Master Plan.
- The duration column of the Table 4.5 should be more specific (month /year). In the Table 4.6 the annual allocation unit (Taka in Lacs) should be written.
- It is necessary to arrange this type of refresher training.
- For TOT Instructors training should be arranged separately for 5 days.

Question no : 17 - Organization you pertain

- Gopalganj Paurashava, Gopalganj
- Gopalganj Paurashava, Gopalganj
- Md. Ashraful Alam, Sub Assistant Engineer, Paurashava of Faridpur
- The Assistant Director (Urban Planning)
- The Urban Planner / Urban Development Specialist
- The Town Planner
- The Executive Engineer
- The Counselor of Faridpur Paurashava

- The Assistant Director (Urban Planning of CMSU LCED HQ, Dhaka
- The Urban Planner of Madaripur Paurashava, Madaripur
- The honorable Mayor of Madaripur Paurashava
- The Sub Assistant Engineer (Civil) of Gopalganj Paurashava
- The General Secretary of Paurashava Engineer Society.
- The Urban Planner (UP) of CRDP, LGED Headquarters, Dhaka.
- The honorable Mayor
- The Designer of Madaripur Paurashava
- Md. Yakub Ali, the Assistant Engineer of Madaripur Paurashava
- The Assistant Director (Urban Planning)
- The Assistant Director (Urban Planning), RMSU, LGED, Khulna
- The Urban Planner

Annex 2 Results of Feedback on Handbook

a) Summary Data Sheet

No.	Question	Masterplan Implementation						
		Mean	Std. Err.	95% CI				
Q1	Do you understand the overall content of the operational handbook?	3.43	0.111	(	3.20	to	3.66	)
Q2	Are the topics selected for the operational handbook appropriate?	3.38	0.109	(	3.15	to	3.61	)
Q3	Is the information contained in the operational handbook useful?	3.29	0.101	(	3.08	to	3.50	)
Q4	Are the examples and/or case studies provided in the operational handbook helpful?	3.38	0.109	(	3.15	to	3.61	)
Q5	Is the amount of information contained in the operational handbook appropriate?	3.10	0.066	(	2.96	to	3.23	)
Q6	How often do you use the operational handbook?	2.90	0.118	(	2.66	to	3.15	)
Q8	Has your work performance improved with the operational handbook?	3.43	0.111	(	3.20	to	3.66	)
Q11	**Let us know your overall impression of the operational handbook.**	**3.43**	**0.111**	**(**	**3.20**	**to**	**3.66**	**)**

b) Written Feedback

Question no: 1. Do you understand the overall content of the operational handbook?

- No discussion was held on Chapter five. It was discussed partially and time was not given to give opinion.
- However in some places some changes should be done.

Question no : 4 Are the examples and/or case studies provided in the operational handbook helpful?

- It should be presented as more helpful manner.
- More detailed example is needed.

Question no : 6 How often do you use the operational handbook?

- It should be brought under software.

Question no : 7 If you answered “rarely” or “never” in the above Question 6, please explain the reason in the space below.

- As I have got the handbook in my hand just now so I didn’t get much time to use it.
- Lack of manpower.
- There was no training on this topic and the Master Plan has not become a law. There is no obligation to use this.
- The Gazette notification of the Master Plan is not done yet.

Question no : 8 Has your work performance improved with the operational handbook?

- The use is not started yet.

Question no : 10 What documents do you usually use as reference for your work other than this operational handbook? (Multiple answers allowed)

- If the law is needed.
- Building Construction Act, 1996 and Urban Building Construction Act, 2008
- Building Construction Act, Bangladesh National Building Code, Reservoir Storage Law
- Building Construction Act
- BNBL 1996

Question no : 12 Let us know what other handbooks you would like to have.

- The Period column of Table 4.5 should be more specific about time (month /year). In the Table 4.6 the annual allocation and unit (Taka in Lacs) should be written.
- Different circulars of Local Government Division

- We want to get the Drainage and Street Development Handbook and Laws as it is done like the Master Plan.
- Positive
- 1. Drainage Handbook, 2. Street light Handbook
- 1. Drainage Planning 2. Environment Planning 3. Quality Control Handbook 4. Handbook on the fundamental laws of Paurashava
- Other handbooks and training related with # Development Plan # Street Development # Drainage Development
- 1. Manual on Land Use 2. Manual on Roads affairs 3. Drainage Plan affairs Manual 4. Infrastructure Development Manual
- I would like to get the detailed copy of the handbook that was used.
- 1. Drainage Development Plan 2. Street Development Plan
- Street, drainage development & G. I. S
- i) Development Plan, ii) Drainage Development Plan
- 1. Paurashava Development Plan, 2. Paurashava Road Development, 3. Paurashava Drainage Development.
- Other handbooks related with # Development Plan, # Street Development, # Drainage Development

Question no : 13 Please write any observation/ message that you would like to convey to us.

- The laws needed to implement the Master Plan, the hand copy of those laws must be delivered to TOT Instructors.
- It is necessary to make this training for 10 days; otherwise it will not work very well.
- If everything is done according to the Master Plan, as a result of it this country will be known as a beautiful livable place.
- To implement any plan institutionalization is necessary. There should be skilled and necessary manpower. The planning will not be implemented with only men but no salary.
- It is necessary to have training on G. I. S
- It is necessary to acquire land to implement the Master Plan. A project is necessary that will work to ensure land acquisition for the components of the Master Plan.
- This training regarding the handbook can be organized with the whole Pauro Parishad.

Question no : 14 Do you have any other organization you pertain

- The Paurashava Engineer Society
- Gopalganj Paurashava

- Gopalganj Paurashava
- Paurashava

Question no : 15 Your designation within the organization you pertain:

(Please specify

- CRDP, LGED Headquarter, Dhaka
- Md. Yakub Ali, Assistant Engineer, Madaripur Paurashava
- The Designer of Madaripur Paurashava
- The Urban Planner
- The Sub- Assistant Engineer of Gopalganj
- The General Secretary
- The Assistant Director (Urban Planning)
- The honorable Mayor of Madaripur
- The Urban Planner of Madaripur Paurashava
- The Assistant Director (Urban Planning)
- The Assistant Engineer
- The Counselor of Ward no 1
- Md. Zahidur Rahman Sheikh, Surveyor of Faridpur Paurashava
- The Executive Engineer
- The Town Planner
- The Urban Development Specialist, LGED
- The Assistant Director (Urban Planning)
- The Counselor of Faridpur Paurashava

SPGP Training Report

Title of the Training	**Paurashava Street Development**
Trainees	19 (Concilors, Engineers, Surveyors and draftsman, etc. from 5 pilot Paurashavas[9].) (Refer to Annex 1)
Date and time	July 17-19, 2017 (3 days) 9:00 – 17 :30
Trainers and coordinators	18. Mr. Md. Abdul Motalleb, Project Consultant (Lecturer, facilitator and coordinator) 19. Mr. Abdul Gaffar, Project Consultant (Lecturer and facilitator) 20. Mr. Md. Tamzid Sarwar, Deputy Director, UMSU, LGED (Observer) 21. Ms. Farhana Lima, Assistant Engineer UMSU, LGED (Facilitator) 22. Dr. Shamim Mahabubul Haque, Consultant (Lecturer and facilitator) 23. Mr. Md. Maksudur Rahman, Consultant (Facilitator)
Venue	LGED conference room

1. Contents of the Training

Day 1 (One)

Time	Session No.	Subject	Trainer
9:00 – 10:00	Inaugural session	Participants registration and inauguration of the Training Course	Mr. Md. Abdul Rouf Mia, Deputy Secretary, LGD and PD, SPGP. Mr. Hiroki Watanabe, Project Formulation Advisor, JICA Bangladesh Office. Mr. Md. Shafiqul Islam Akand, Director, MSU, LGED. Mr. Masaharu Ido, JICA Consultant. Mr. Md. Mahbub Hossain, Additional Secretary, LGD.
10:00-10:20		Tea break	
Working Session			
10:20- 11:00	1	Introduction of street development and related issues	Md. Abdul Gaffar Senior Consultant, Md. Abdul Motalleb Consultant (Infrastructure Planning)
11:00-11:30	2	Legal context related to street development and street lighting	Md. Abdul Gaffar, Md. Abdul Motalleb
11:30 – 1:00	3	Significant aspects to be considered for street developments	Dr. S. M. Haque Senior Consultant, Md. Abdul Motalleb
13:00-14:00		Prayer and Lunch	
14:00-15:30	3	Significant aspects to be considered for street developments	Dr. S. M. Haque Md. Abdul Motalleb
15:30-16:00		Tea break	
16:00-17:00	4	Operational procedures (Steps to be considered)for street developments; Administrative action to start SD Process.	Dr. S. M. Haque Md. Abdul Motalleb
17:00-17:30		Session Review	

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[9] Shailakupa, Bakerganj, Sengarchar, Kanaighat, and Atgharia

Day 2 (Two)

Time	Session No.	Subject	Trainer
9:00-10:00	5	Preparation of Street Network Map, Inventory list and identification of existing street conditions of the Paurashava.	Dr. S. M. Haque Md. Abdul Motalleb
10:00-11:30	6	Analysis of street development activities by conducting necessary surveys	Dr. S. M. Haque Md. Abdul Motalleb
11:30-11:50		Tea break	
11:50-13:00	7	Analysing the street development activities by finding out missing links, identification of RoW, other associated works of street developments.	Dr. S. M. Haque Md. Abdul Motalleb
13:00-14:00		Prayer and Lunch	
14:00-15:00	7	Analysing the street development activities by finding out missing links, identification of RoW, other associated works for street developments.	Dr. S. M. Haque Md. Abdul Motalleb
15:00-15:20		Tea Break	
15:30-16:00	8	Analysing the existing condition and future demands of street lighting	Dr. S. M. Haque Md. Abdul Motalleb
16:50-17:00	9	Procedure to be followed for authorization of new street development	Dr. S. M. Haque Md. Abdul Motalleb
17:00-17:30		Session Review	

Day 3 (Three)

Time	Session No.	Subject	Trainer
9:00 – 10:30	10	Activities needed for detailed street development proposals	Dr. S. M. Haque Md. Abdul Motalleb
10:30-10:50		Tea Break	
10:50-12:30	11	Regular activities for maintenance of Streets, Street Lights, Foot paths etc.	Dr. S. M. Haque Md. Abdul Motalleb
12:30-13:00	12	Monitoring and evaluation of Paurashava's street development activities	Md. Abdul Gaffar, Dr. S. M. Haque Md. Abdul Motalleb
13:00-14:00		Prayer and Lunch	
14:00-15:30	12	Monitoring and evaluation of Street Development	Md. Abdul Gaffar, Dr. S. M. Haque, Md. Abdul Motalleb
15:30-15:50		Tea Break	
15:50-16:30		Session Review	
Closing Session			
16:30-17:30		• Course review and evaluation • Certificates distribution • Closing remarks from the course organizer.	Mr. Md. Abdul Rouf Mia, Deputy Secretary, LGD and PD, SPGP

Materials and Equipment

(a) Projector (1)
(b) Screen (1)
(c) White Board (1)
(d) Markers
(e) Stationaries (calculator, nameplate, eraser, pencil, and sharpener)

2. Training Assessment (Refer to Annex 2 and 3)

<Overall satisfaction>
Overall, both from trainers/organizers' and the trainees' perspective[10], the training was a success, making a good start for the SPGP training program as a whole.

The average score for the Question 14. "Let us know your overall impression of the training," was 3.42 (95% Confidence Interval (CI) 3.18 to 3.67) out of 4-point scale.

<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 3.32 (95% CI 3.09 to 3.55) out of 4-point scale.

3. Items to be improved (Refer to Annex 4)

Handbook

- The handbook doesn't use appropriate Bengali word. There were also some spelling mistakes.
- The road side slope protection measure need to be added in this handbook.
- In the part of road maintenance, it should be better to followed road maintenance guidelines of LGED.
- In social aspects and reduce the accident rate, some road safety measure needed to discuss in Chapter 3.
- The cross section of the road given in page 13 may be more distinct.
- There are many roads in Paurashavas that are located along low land, pond or river. In those cases, protective works should be important.
- Some guides may be added on protective works. In Chapter 3, it may be included WMM (Wet Mix Macadam) as a base course as same as WBM (Water Bound Macadam).
- At pavement design, it should consider HFL (Highest Flood Level) so that pavement height can be adjusted during the road development works.

Training

- It could be better if the training was given for one more extra day.
- The later sessions should be given more time for all the participants to understand.
- It will be better if some new Land and Counselors are given training in this training program.
- It should be any arrangement to give training to the Mayors and the Counselors together to prepare the estimation regarding the construction of roads.
- It should be given detailed training on constructing drain and about acquisition of land.
- It is necessary for the Pauro Parishad to take initiatives to arrange training regarding the development of roads.

Logistics

- There were some problems in living space / room and dining space.
- The communication among the administration of Project, participants and the management of LGED facility should be improved to avoid any inconvenience for the participants.

Annex 1 Results of Training Feedback Summary Data Sheet
Annex 2 Written Feedback

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[10] Questionnaire survey on the trainees' satisfaction was conducted,

Annex 1 Results of Training Feedback Summary Data Sheet

No.	Question	Mean	Std. Err.	95% CI
Q1	Did you understand the overall content of the training program?	3.32	0.11	(3.09 to 3.55)
Q3	Are the topics selected for the training subject appropriate?	3.32	0.11	(3.09 to 3.55)
Q4	Can you use knowledge and skills obtained through the training?	3.21	0.12	(2.95 to 3.47)
Q6	Was the timing of the training (date and time) appropriate?	3.21	0.10	(3.01 to 3.41)
Q7	Was the duration of training (total time of training) appropriate?	3.00	0.15	(2.68 to 3.32)
Q8	Was the proportion of time allocated to different activities (lecture, discussion, group work, break, etc.) throughout the course appropriate?	3.16	0.12	(2.92 to 3.40)
Q9	Were the printed materials (texts, presentation slides, etc.) provided easy to understand?	3.37	0.11	(3.13 to 3.61)
Q10	Were the examples or case studies provided during the training course helpful?	3.32	0.11	(3.09 to 3.55)
Q11	Was the training facility (class room, accommodations, etc.) appropriate?	3.47	0.12	(3.23 to 3.72)
Q12	Were the explanations and the instructions made by the main lecturer easy to understand?	3.26	0.10	(3.05 to 3.48)
Q13	Were the explanations and the instructions made by other lecturers and/or facilitators easy to understand?	3.21	0.12	(2.95 to 3.47)
Q14	Let us know your overall impression of the training.	3.42	0.12	(3.18 to 3.67)

Annex 2 Written Feedback

Feedback of the training

Question no : 5

- It is necessary for us to get the assistance of the Pauro Parishad and for that reason they should also need to do something with their own will.

Question no : 6

- It could be better if the training might be given for one more day.

Question no : 7

- It could be better if the training was given for one more extra day.
- The later sessions were difficult for me to understand because the time duration was little / limited.
- It was a large course but the time duration for the course was not enough.

Question no : 9

- Some technical language or terms are not clear in Bangla language
- It might be better if it was made clearer.

Question no : 11

- There were some problems in living space / room and dining space.

Question no : 13

- It was necessary to include the Engineers in the training.

Question no : 14

- It might be better if the Surveyors are given training on Master Plan.

Question no : 15

- It will be better if some new Land and Counselors are given training in this training program.
- From this development related training we have learnt so many things. But only the learning will not bring anything effective, without fund this learning will bring no benefit.
- I am interested to know about the training on drains. I am also interested to know about the acquisition of land and about the map.
- I am interested to get the detailed training on digital survey and I am also interested about the Master Plan.
- To prepare the estimation regarding the construction of roads. Is there any arrangement to give training to the Mayors and the Counselors together please?
- To give detailed training on constructing drain and also about acquisition of land.
- In reality, to create the opportunity and to provide assistance at the time to implement the work.
- I am interested to know about the design manual of constructing the roads and drains.
- I want to know about the detailed design of the roads.
- I want to know about the process of taking action.
- I am interested to know about acquiring of land.
- 1. I want to know in detail about the process of land acquiring. 2. I want to know about the Street Light Design Manual.
- I want to know about the construction of internal drains of the Paurashava.
- It is necessary to increase the training time duration.
- I am interested to get the training about the drain / about construction of infrastructure and maintenance.
- I am interested to know in detail about the development of roads.

Question no : 16

- If this type of training continues then the people or trainer will be much benefited.
- No existence
- The training is very much useful for the present time. I am interested to know about acquiring of land.
- In the case of approval of design, the Surveyors have to submit the land survey report, for that reason it will be better if the Surveyors are given training on Master Plan.
- It is necessary to arrange the training frequently.
- It is necessary for the Pauro Parishad to take initiatives to arrange training regarding the development of roads.
- 1. I want to know about acquiring the land. 2. I want to know about the design of the road.
- It will be better if the honorable mayors are included with these matters.
- The training duration can be extended from 03 days to 04 days.
- It might be better if the training duration could be extended.
- It could be better if we had milk tea with our breakfast in the morning.
- It is necessary to extend the training duration time.
- I want to know about the land acquisition.

Question no : 17

- Local Mosque Committee
- The Paurashava
- Bangabondu Prokoushol Parishad

Question no : 18

- The Counselor
- The Counselor
- The Sub Assistant Engineer
- The Sub Assistant Engineer
- The Surveyor
- The Advisor of the Local Mosque Committee
- The Assistant Engineer, Atgaria Paurashava, Pabna
- The Designer / Draftsman of Shaikupa Paurashava.
- The Designer / Draftsman
- The Sub Assistant Engineer
- The Designer / Draftsman
- The Counselor, The Chairman, Urban Development and Planning Committee of Kanaighat Paurashava
- Assistant Engineer.
- The Sub Assistant Engineer.
- The Effective Member, Barishal District Committee
- The Work Assistant
- The Counselor.

Question no : 21

- Diploma in Civil Engineer

SPGP Training Report

Title of the Training	**Extended Training on "Paurashava Street Development" for 1st Batch**
Trainees	26 (Mayors and Councilors who are the Chairmen of Urban Planning and Community Service Development, Executive Engineers, Town Planners, Asst. Engr/Sub. Asst. Engineers, Surveyors and Draftsman, etc. from 5 Extended Paurashavas11.) (Refer to Annex 1)
Date and time	July 03-05, 2018 (3 days) 9:00 – 17 :30
Trainers and coordinators	From LGED: 24. Mr. Md. Nabiul Islam, Deputy Director, RMSU, Rangpur 25. Mr. Walid Mahmud, Deputy Director, CMSU, HQ 26. Mr. Anisur Rahman Mandal, Deputy Director, RMSU, Sylhet 27. Ms. Farhana Lima, Assistant Engineer, Urban Management Unit, LGED 28. Ms. Tahera Khatun, Assistant Director (UP), RMSU, LGED, Rangpur. 29. Mr. Biplab Mondal,Assistant Director (UP), RMSU, LGED, Khulna From SPGP: 1. Mr. Md. Abdul Motalleb, Project Consultant (Lecturer, facilitator and coordinator) 2. Mr. Md. Maksudur Rahman, Consultant (Facilitator)
Venue	LGED Training room

1. Contents of the Training

Day-01

Time	Session No.	Subject
9:00 – 10:00	Inaugural session	Participants registration and inauguration of the Training Course
10:00-10:45	[Session-1] Introduction of street development	• Paurashava street development related issues • Legal issues related to street development and street lighting • Context considered for Paurashava Street Developments
10:45-11:05	**Tea break**	
11:05 – 11:50	[Session-2] **Important aspects to be considered for Street Development** Understanding the development of Street Network by analysing the existing situation of street and identification of future demands	• Discussion on Significant issues to be considered for Street development • Significant aspects to be considered for the inventory list and road network map • Future road Network considering the missing link

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[11] Dhamrai, Raipura, Monohordi, Shibchar, and Muksudpur

Time	Session No.	Subject
11:50-13:00	[Session-3] **Important aspects to be considered for Street Development** Street design and establishment of street lighting	• Significant aspects to be considered on preparation of street design. • Necessary steps should be taken for street lighting
13:00-14:00	**Prayer and Lunch Break**	
14:00-15:20	[Session-4] **Important aspects to be considered for Street Development** Aspects should be considered on operation and maintenance	• Preparation of street Operation and maintenance system; • Set out activities on Construction supervision and quality control.
15:20-16:40	[Session-5] **Important aspects to be considered for Street Development** Aspects to be considered for Authorization of New street construction and steps to be followed (How to improve systematic approach for street development?)	• Set activities for new road construction and control (personal/private etc) • Set out activities for Monitoring and coordination construction of new roads and other public department/authority • Methods to be followed Paurashava street development
16:40-17:00	**Review of the sessions**	
17:00-17:30	**Certificate distribution, Brief discussion on Course development and evaluation,** **(Only for Mayors and Councillors)**	

Day-02

Time	Session No.	Subject
9:00-10:25	[Session-6] (Step-1): How to prepare street network map and prepare street inventory list identifying the existing situation of street network ?	• Preparation of Street Network Map identifying the existing situation, • Preparation of Physical Feature Inventory list of street. • Finding the Existing situation on Urban streets and roads (Exercise)
10:25-10:50	**Tea break**	
10:50-13:00	[Session-7] (Step-2): How to Identify Missing Links and Required New Streets Based on Existing and Future Demands after analysing the street network system, map and	• Conduct survey to identify the existing situation of street network system • Identifying Missing Links and Required New Streets Based on Existing and Future Demands. • Analysing of development

Time	Session No.	Subject
	physical feature?	activities. - Identify the importance of Street alignment and Land acquisition survey
13:00-14:00	**Prayer and Lunch Break**	
14:00-14:30	[Session-8] (Step-3): How to set-out detail activities to develop street network system in a planned way?	- Vision statement on street development activities - Preparation of street development list by analysing of Prioritization of street development activities
14:30-16:00	[Session-9] (Step-4): How to set-out detail activities to develop street lighting by analysing of existing situation?	- Existing situation of street lighting - Identification of future demand for street lighting - Maintenance of street lighting - Prioritization of streets for street lighting
16:00-17:00	[Session-10] (Step-5): How to set-out action based Regular activities for maintenance of Streets, Street Lights, Foot paths etc.?	- Set out action based Regular activities for maintenance of Streets, Street Lights, and Footpaths etc. - Set out over all activities on street and streetlights.

Day-03

Time	Session No.	Subject
9:00 – 10:30	[Session-11] (Step-6): How to set out overall activities on street and streetlight?	- Set-out overall activities on street and street light
10:30-10:50	**Tea Break**	
10:50-13:00	[Session-12] (Step-7): How to setout overall activities on street and street light?	- Monitoring and supervision of private street development - Streets under jurisdiction of Roads and Highway - National Housing Authority (NHA)
13:00-14:00	**Prayer and Lunch Break**	

Time	Session No.	Subject
14:00-16:00	[Session-13] How to perform Monitoring and Evaluation activities on street development?	• Paurashava street development Monitoring activities • Paurashava street development Evaluation activities
16:00-16:30	**Session Review**	
16:30-17:30	Ending Session	• Course review and evaluation • Certificates distribution • Closing remarks from the course organizer.

Materials and Equipment
(a) Projector (1)
(b) Screen (1)
(c) White Board (1)
(d) Markers
(e) Stationaries (calculator, nameplate, eraser, pencil, and sharpener)

2. Training Assessment (Refer to Annex 2)

<Overall satisfaction>
Overall, both from trainers/organizers' and the trainees' perspective[12], the training was a success, making a good start for the SPGP training program as a whole.

The average score for the Question 14. "Let us know your overall impression of the training," was 3.44 out of 4-point scale.

<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 3.40 out of 4-point scale.

3. Items to be improved (Refer to Annex 2 and 3)

Training

- It would be better if it is possible to arrange more training on this subject and also to increase the time duration of the training. The time duration can be 5 days instead of 3 days.
- Paurashava need to get enough fund to develop at least one street of the Paurashava from the authority by applying the direction provided in the handbook.
- Monitoring system can be applied whether Paurashava is following the guideline practically or not.
- The quality of the training bag need to be improved.
- It would be better if the project instructor can visit Paurashava to provide detail follow-up activities.
- It is necessary to have detailed training about the land use master plan.
- Providing training to the Mayors and the Councilors together is very important to improve their knowledge on developing any street. It will be a great support for taking proper decision in the parishad.
- Trainining on Land acquisition is also important.

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[12] Questionnaire survey on the trainees' satisfaction was conducted,

Handbook

- Road safety measures may incorporate in the handbooks.
- Solid waste management, solar energy street light may also need to incorporate in the handbook.
- Guide walls for road side ponds/lowlands and embankment-cum-road construction relevant information may important to Incorporate in the handbook.It may necessary to incorporate guidelines on necessary drawing and estimation to develop street light.
- Details of Road design, Quality control etc. can be incorporated
- Estimation of design and model of all infrastructures can be incorporated
- A Manual on the responsibilities of Paurashava Engineer can be developed

Logistics

- The communication among the administration of Project, participants and the management of LGED facility should be improved to avoid any inconvenience for the participants.

Annex 1 Results of Feedback on Training
Annex 2 Results of Feedback on Handbook

Annex 1 Results of Feedback on Training

a) Summary Data Sheet

<table>
<tr><td>Name of the Training: Feedback _ Paurashava Street Development Training _ 03 - 05 July 2018</td><td>Duration of the training : 03 - 05 July 2018</td><td>Total Number of Participants : 25</td><td rowspan="2">Average Score (out of 4)</td><td rowspan="2">Grand average score (out of 4)</td></tr>
<tr><td>Question no.</td><td colspan="2">Total no of questions : 21</td></tr>
<tr><td>Q. 1.</td><td colspan="2">Did you understand the overall content of the training program?</td><td>3.40</td><td rowspan="12">3.32</td></tr>
<tr><td>Q. 3.</td><td colspan="2">Are the topics selected for the training subject appropriate?</td><td>3.48</td></tr>
<tr><td>Q. 4.</td><td colspan="2">Can you use knowledge and skills obtained through the training?</td><td>3.20</td></tr>
<tr><td>Q. 6.</td><td colspan="2">Was the timing of the training (date and time) appropriate?</td><td>3.16</td></tr>
<tr><td>Q. 7.</td><td colspan="2">Was the duration of training (total time of training) appropriate?</td><td>3.08</td></tr>
<tr><td>Q. 8.</td><td colspan="2">Was the proportion of time allocated to different activities (lecture, discussion, group work, break, etc.) throughout the course appropriate?</td><td>3.36</td></tr>
<tr><td>Q. 9.</td><td colspan="2">Were the printed materials (texts, presentation slides, etc.) provided easy to understand?</td><td>3.36</td></tr>
<tr><td>Q. 10.</td><td colspan="2">Were the examples provided during the training course helpful?</td><td>3.44</td></tr>
<tr><td>Q. 11.</td><td colspan="2">Was the training facility (class room, accommodations, etc.) appropriate?</td><td>3.28</td></tr>
<tr><td>Q. 12.</td><td colspan="2">Were the explanations and the instructions made by the two main trainers easy to understand?</td><td>3.28</td></tr>
<tr><td>Q. 13.</td><td colspan="2">Were the explanations and the instructions made by other facilitators easy to understand?</td><td>3.32</td></tr>
<tr><td>Q. 14.</td><td colspan="2">Let us know your overall impression of the training.</td><td>3.44</td></tr>
</table>

Note:

- Average score is calculated on total 12 questions (from Q. 1 to Q. 14). It is calculated out of 4 and the score of all these questions are out of 4.
- Grand average score is calculated out of 4 (from Q. 1 to Q. 14)
- Last 4 questions (Q. 17, Q. 19, Q. 20 and Q. 21) are excluded from the main analysis as they are about their working institution / organization, age, gender and educational background.
- The information of Q. 17, Q. 19, Q. 20 and Q. 21 are also given as input though all of their score is not out of 4.

b) Written Feedback

Question no: 1

- It could be better if the time duration of the training is increased.
- The sessions would be easy to understand if they are done practically

Question no: 2

- Yes I have understood well.
- I have understood everything very well.
- They are not necessary.
- It is not applicable
- It is not applicable
- It is not applicable
- It is not applicable

Question no: 3

- They were very much suitable to know.
- It is necessary to mention the source.
- Because all the topic were inter connected

Question no: 4

- Off course I can use them.
- It is possible to implement if we get necessary support

Question no: 5

- Off course they can be used.
- It is not applicable
- It is not applicable
- It will not be possible to implement as there are so many establishment in the city areas.

Question no: 6

- They were very much correct off course.

Question no: 7

- They were very much correct off course.
- It is necessary to increase the time duration.
- It could be better if the training were arranged for 5 days.
- Off course the time duration should be increased.
- Off course it is necessary to increase the time duration.
- It is necessary to increase the time duration.

Question no: 9

- We could understood everything easily

Question no: 10

- We could exchange our practical experience and it was helpful

Question no: 11

- The bag that was given officially should be a better one. It is necessary to have TV in the room.

Question no: 15

- I am interested to know about the Master Plan.
- It is necessary to allocate more funds to make everything implemented.

- Besides the training if more funds is allocated then it will be possible to make them implemented.
- It is necessary to look after the works.
- We need more training regarding this matter.
- It could be better if there was a evaluation format.
- It is necessary to have detailed training about new road, road, land use master plan.
- It is necessary to have necessary drawing and estimation regarding street light.
- Computer training, Auto CAD training.
- It could be better if for all type of measurement there were standard formulas.
- To make the necessary estimation and drawing for street light
- The necessary drawing project of the street light and the model of the street light.
- Off course I am interested
- About the time of approval of building or about the approval of building.
- Road design
- I want to know in detail about the highest facilities of roads / roads affairs and also about the use of land.
- The LGED should consider the matter more carefully that the salary and allowances of the Officers of the Paurashava should not be due.
- The Road Design and the Drain Design
- We should have this type of training more and more
- It will be better if the digital survey is done first and then the work of roads and drain is done

Question no: 16

- Beside this type of training for all Paurashavas should have long term planning and it should be mandatory.
- The success of the training will be achieved when sufficient fund will be allocated.
- I am requesting to visit all the Paurashavas who participated in the training.
- Fund is needed to make the training successful. I am specially requesting to raise fund.
- More training is needed on this topic.
- # It is necessary to provide the soft copy of the training manual.
  # Does there any system to monitor that the topic of the training is implementing practically?
  # According to the training manual will the fund will be given to implement at least only for a road?
- After this training, following the road management system a system should be developed to monitor how much a Paurashava is implementing this system.
- 1. After the training to implement the scheme it is necessary to allocate fund.
- I have enjoyed a lot this training for three days. What I have learnt, I will be able to utilize them in the Paurashava activities. I would like to have more and more this type of training.
- Based on this training, will the fund allocation will be made more important next time.
- Will we have more this type of training?
- It is necessary to arrange more training and to increase the time duration of the training.
- It is necessary to change the training bag
- The training is very much important for the Engineering Division
- The time duration of the training should be increased
- Will we get this type of training more?
- It will be better if the quality of the bag given in the training is improved.

Question no: 17

- The Chairman of an educational institution
- The Paurashava
- The Paurashava

Question no: 18

- The honorable Mayor of Raipura Paurashava, Norshingdi
- The Councilor
- The honorable Mayor of Monohordi Paurashava
- The honorable Mayor of Dhamrai Paurashava
- The honorable Panel Mayor
- The Councilor
- The honorable Mayor

- The Sub Assistant Engineer
- The Assistant Engineer
- The Assistant Engineer of Muksudpur Paurashava of Gopalgonj
- The member of Institute of Diploma Engineering
- The Surveyor of Dhamrai Paurashava, Dhaka
- The Executive Engineer
- The Computer Operator or Raipura Paurashava, Norshingdi
- The Sub Assistant Engineer
- The Assistant Engineer
- The Urban Planner
- The Work Assistant of Shibchar Paurashava
- The Sub Assistant Engineer of Dhamrai Paurashava
- The Surveyor

Annex 2 Results of Feedback on Handbook

a) Summary Data Sheet

Name of the Training : Feedback _ Paurashava Road Development Training _ 03 - 05 July 2018	Duration of the training : 03 - 05 July 2018	Total Number of Participants : 25	Average Score (out of 4)	**Grand average score (out of 4)**
Question no.	Total no of question : 21			
Q. 1.	Did you understand the overall content of the operational /management handbook?		3.52	**3.44**
Q. 2.	Are the topics selected for the operational /management handbook appropriate?		3.40	
Q. 3.	Are the given information in the operational handbook usable?		3.44	
Q. 4.	Are the given examples /case studies given in the operational handbook helpful?		3.48	
Q. 5.	Are the provided information in the operational handbook sufficient?		3.40	
Q. 6.	How much do you use the operational handbook?		3.24	
Q. 8.	Could you improve your working skill by using this operational handbook?		3.48	
Q. 11.	Please express your opinion regarding this operational handbook.		3.52	

Note :

- Average score is calculated on total 12 questions (from Q. 1 to Q. 14). It is calculated out of 4 and the score of all these questions are out of 4.
- Grand average score is calculated out of 4 (from Q. 1 to Q. 14)
- Last 4 questions (Q. 17, Q. 19, Q. 20 and Q. 21) are excluded from the main analysis as they are about their working institution / organization, age, gender and educational background.
- The information of Q. 17, Q. 19, Q. 20 and Q. 21 are also given as input though all of their score is not out of 4.

b) Written Feedback

Question no : 3

- It is necessary to upgrade more

Question no : 5

- I just received the training and I hope it will help a lot in future

Question no : 7

- It should be made mandatory by law.
- It is not applicable
- This book is necessary if we want the development for the Paurashava.
- It is not applicable
- It happens frequently

Question no : 9

- It is not applicable
- It is not applicable

Question no : 10

- Yes, it is Local Government Engineering Department
- Paurashava manual, Paurashava Design manual, PPR 2008

Question no : 12

- We want to have more training
- The guide with its source
- Estimation of design and model of all infrastructures at Paurashava level
- Whatever training is done, I want to have the soft copy of them.
- The manual on the responsibilities of the Paura Engineer
- The handbook regarding easy formulation of the planning
- The design of the streets, laws and regulations
- It is not present
- All necessary instructions are present in this handbook. The problems will be solved if they are implemented.
- 1. The Paurashava Manual
- Quality control
- To take initiative to make the laws and to implement them

Question no : 13

- Do we have more training of this type? If we don’t have then we want to have.
- It is necessary to have more training
- 1. If there is no security of salary and allowances of the officers and employees of the Paurashava, then it is not possible to implement so strictly.
- It is necessary to ensure the all time presence of the honorable Mayor and the Engineer at every training.
- It is necessary to have the rules and regulations to implement the topic of the training in practical field.
- The handbook is so much helpful for the development of streets.

- It is necessary to increase the time duration of the training
- It is not present
- I am requesting to visit the Paurashavas those participated in the training
- Initiatives should be taken to solve the problems.
- The training was very good. Now to implement them in field level we need financial assistance.
- It could be better if we had this training by being present in each Paurashava
- I want sufficient financial allocation
- At Paurashava level the Master Roll should be made mandatory

Question no : 14

- The Paura Parishad.
- The Paurashava
- The Paurashava
- The honorable Mayor of Raipura Paurashava, Norsingdi

Question no : 15

- The Surveyor
- The Computer Operator of Raipura Paurashava
- The Work Assistant of Muksudpur Paurashava
- The Surveyor of Dhamrai Paurashava, Dhaka
- The Executive Engineer
- IDEB
- The Assistant Engineer of Muksudpur Paurashava, Gopalgonj
- The Assistant Engineer
- The Sub Assistant Engineer
- The Sub Assistant Engineer
- The Urban Planner
- The Sub Assistant Engineer
- The honorable Mayor
- The honorable Mayor of Dhamrai Paurashava, Dhaka
- The honorable Mayor
- The Counselor
- The honorable Mayor
- The Counselor of Ward no 4, 5, 6 of Dhamrai Paurashava

SPGP Training Report

Title of the Training	**Extended Training on "Paurashava Street Development" for 2nd Batch**
Trainees	24 (Mayors and Councilors who are the Chairmen of Urban Planning and Community Service Development, Executive Engineers, Town Planners, Asst. Engr/Sub. Asst. Engineers, Surveyors and Draftsman, etc. from 5 Extended Paurashavas[13].) (Refer to Annex 1)
Date and time	July 09-11, 2018 (3 days) 9:00 – 17 :30
Trainers and coordinators	From LGED: 30. Mr. Md. Nazrul Islam, Deputy Director, RMSU, Dhaka 31. Mr. Forkan Ahmed Khan, Deputy Director, RMSU, Cumilla 32. Ms. Jobiada Parveen, Assistant Director (UP), CMSU, LGED, HQ 33. Mr. Pulin Chandra Golder, Urban Development Specialist, MSU, LGED 34. Mr. Mohammad Sadat Khan, Assistant Director (UP), RMSU, LGED, Chottrogram 35. Mr. Sadi Mohammad, Assistant Director (UP), RMSU, LGED, Bogura From SPGP: 1. Mr. Md. Abdul Motalleb, Project Consultant (Lecturer, facilitator and coordinator) 2. Mr. Md. Maksudur Rahman, Consultant (Facilitator)
Venue	LGED Training room

1. Contents of the Training

Day-01

Time	Session No.	Subject
9:00 – 10:00	Inaugural session	Participants registration and inauguration of the Training Course
10:00-10:45	[Session-1] Introduction of street development	•Paurashava street development related issues •Legal issues related to street development and street lighting •Context considered for Paurashava Street Developments
10:45-11:05	**Tea break**	
11:05 – 11:50	[Session-2] **Important aspects to be considered for Street Development** Understanding the development of Street Network by analysing the existing situation of street and identification of future demands	•Discussion on Significant issues to be considered for Street development •Significant aspects to be considered for the inventory list and road network map •Future road Network considering the missing link

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[13] Haziganj, Sujanagar, Chandanaish, Choumohani and Morrelganj

Time	Session No.	Subject
11:50-13:00	[Session-3] **Important aspects to be considered for Street Development** Street design and establishment of street lighting	•Significant aspects to be considered on preparation of street design. •Necessary steps should be taken for street lighting
13:00-14:00	**Prayer and Lunch Break**	
14:00-15:20	[Session-4] **Important aspects to be considered for Street Development** Aspects should be considered on operation and maintenance	•Preparation of street Operation and maintenance system; •Set out activities on Construction supervision and quality control.
15:20-16:40	[Session-5] **Important aspects to be considered for Street Development** Aspects to be considered for Authorization of New street construction and steps to be followed (How to improve systematic approach for street development?)	•Set activities for new road construction and control (personal/private etc) •Set out activities for Monitoring and coordination construction of new roads and other public department/authority •Methods to be followed Paurashava street development
16:40-17:00	**Review of the sessions**	
17:00-17:30	**Certificate distribution, Brief discussion on Course development and evaluation,** **(Only for Mayors and Councillors)**	

Day-02

Time	Session No.	Subject
9:00-10:25	[Session-6] (Step-1): How to prepare street network map and prepare street inventory list identifying the existing situation of street network ?	•Preparation of Street Network Map identifying the existing situation, •Preparation of Physical Feature Inventory list of street. •Finding the Existing situation on Urban streets and roads (Exercise)
10:25-10:50	**Tea break**	
10:50-13:00	[Session-7] (Step-2): How to Identify Missing Links and Required New Streets Based on Existing and Future Demands after analysing the street network system, map and physical feature?	•Conduct survey to identify the existing situation of street network system •Identifying Missing Links and Required New Streets Based on Existing and Future Demands. •Analysing of development activities. •Identify the importance of Street alignment and Land acquisition survey
13:00-14:00	**Prayer and Lunch Break**	
14:00-14:30	[Session-8] (Step-3): How to set-out detail activities to develop street network system in a planned way?	•Vision statement on street development activities •Preparation of street development list by analysing of Prioritization of street development activities

Time	Session No.	Subject
14:30-16:00	[Session-9] (Step-4): How to set-out detail activities to develop street lighting by analysing of existing situation?	• Existing situation of street lighting • Identification of future demand for street lighting • Maintenance of street lighting • Prioritization of streets for street lighting
16:00-17:00	[Session-10] (Step-5): How to set-out action based Regular activities for maintenance of Streets, Street Lights, Foot paths etc.?	• Set out action based Regular activities for maintenance of Streets, Street Lights, and Footpaths etc. • Set out over all activities on street and streetlights.

Day-03

Time	Session No.	Subject
9:00 – 10:30	[Session-11] (Step-6): How to set out overall activities on street and streetlight?	• Set-out overall activities on street and street light
10:30-10:50	**Tea Break**	
10:50-13:00	[Session-12] (Step-7): How to setout overall activities on street and street light?	• Monitoring and supervision of private street development • Streets under jurisdiction of Roads and Highway • National Housing Authority (NHA)
13:00-14:00	**Prayer and Lunch Break**	
14:00-16:00	[Session-13] How to perform Monitoring and Evaluation activities on street development?	• Paurashava street development Monitoring activities • Paurashava street development Evaluation activities
16:00-16:30	**Session Review**	
16:30-17:30	Ending Session	• Course review and evaluation • Certificates distribution • Closing remarks from the course organizer.

Materials and Equipment

(a) Handbook & Course guide
(b) Projector (1)
(c) Screen (1)
(d) White Board (1)
(e) Markers
(f) Exercise sheets
(g) Stationaries (calculator, nameplate, eraser, pencil, and sharpener)

2. **Training Assessment** (Refer to Annex 2 and 3)

<Overall satisfaction>

Overall, both from trainers/organizers' and the trainees' perspective[14], the training was a success, making a good start for the SPGP training program as a whole.

The average score for the Question 14. "Let us know your overall impression of the training," was 3.42 out of 4-point scale.

<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 3.17 out of 4-point scale.

3. **Items to be improved** (Refer to Annex 4)

Training

- It would be better if it is possible to arrange more training on this subject and training duration can be extended.
- After the training, conduction of follow up activities is also necessary by the authority to ensure providing practical knowledge on street developments.

Handbook

- Detail road design guidelines is necessary for Paurashava engineers.
- It is important to incorporate strict rules for widening of exisiting streets. In this connection guideline on land acquisition process is also need to be incorporated.
- Monitoring system need to be applied so that Paurashava can be bound to follow the guidelines mentioned in the handbook to achiev the comfortable streets for all.
- Need to incorporate more information on Private Residential Land Development Rules,2004
- Related information should be incorporated.
- Other training manuals prepared under SPGP project should be supplied to all Paurashavas
- Updated handbooks can be supplied to all of the Paurashava

Logistics

All arrangements and other logistics supports are very much satisfactory level but there are rooms to be improved.

Annex 1 Results of Feedback on Training
Annex 2 Results of Feedback on Handbook

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[14] Questionnaire survey on the trainees' satisfaction was conducted,

c) Summary Data Sheet

<table>
<tr><td colspan="2">Name of the Training: Feedback _ Paurashava Street Development Training _ 03 - 05 July 2018</td><td>Duration of the training : 09 – 11 July 2018</td><td>Total Number of Participants : 24</td><td rowspan="2">Average Score (out of 4)</td><td rowspan="2">Grand average score (out of 4)</td></tr>
<tr><td>Question no.</td><td colspan="3">Total no of questions : 21</td></tr>
<tr><td>Q. 1.</td><td colspan="3">Did you understand the overall content of the training program?</td><td>3.40</td><td rowspan="12">3.32</td></tr>
<tr><td>Q. 3.</td><td colspan="3">Are the topics selected for the training subject appropriate?</td><td>3.48</td></tr>
<tr><td>Q. 4.</td><td colspan="3">Can you use knowledge and skills obtained through the training?</td><td>3.20</td></tr>
<tr><td>Q. 6.</td><td colspan="3">Was the timing of the training (date and time) appropriate?</td><td>3.16</td></tr>
<tr><td>Q. 7.</td><td colspan="3">Was the duration of training (total time of training) appropriate?</td><td>3.08</td></tr>
<tr><td>Q. 8.</td><td colspan="3">Was the proportion of time allocated to different activities (lecture, discussion, group work, break, etc.) throughout the course appropriate?</td><td>3.36</td></tr>
<tr><td>Q. 9.</td><td colspan="3">Were the printed materials (texts, presentation slides, etc.) provided easy to understand?</td><td>3.36</td></tr>
<tr><td>Q. 10.</td><td colspan="3">Were the examples provided during the training course helpful?</td><td>3.44</td></tr>
<tr><td>Q. 11.</td><td colspan="3">Was the training facility (class room, accommodations, etc.) appropriate?</td><td>3.28</td></tr>
<tr><td>Q. 12.</td><td colspan="3">Were the explanations and the instructions made by the two main trainers easy to understand?</td><td>3.28</td></tr>
<tr><td>Q. 13.</td><td colspan="3">Were the explanations and the instructions made by other facilitators easy to understand?</td><td>3.32</td></tr>
<tr><td>Q. 14.</td><td colspan="3">Let us know your overall impression of the training.</td><td>3.44</td></tr>
</table>

Note :

- Average score is calculated on total 12 questions (from Q. 1 to Q. 14). It is calculated out of 4 and the score of all these questions are out of 4.
- Grand average score is calculated out of 4 (from Q. 1 to Q. 14)

- Last 4 questions (Q. 17, Q. 19, Q. 20 and Q. 21) are excluded from the main analysis as they are about their working institution / organization, age, gender and educational background.
- The information of Q. 17, Q. 19, Q. 20 and Q. 21 are also given as input though all of their score is not out of 4.

Written Feedbacks

Question no : 1

- Yes, I understood everything.

Question no : 2

- It is not applicable

Question no : 5

- It is not applicable

Question no : 6

- It could be better if we had more break during the training.

Question no : 7

- It is necessary to increase the total duration of the training

Question no : 8

- We had less break during the training.

Question no : 15

- It was necessary to know how the loading is done on the roads.
- Related with drainage system
- It is necessary to discuss in more detail about every item to construct a road.
- In the Paurashavas where the road is 8 feet to 10 feet wide, there laws should be made to widen those roads and the laws should be implemented.
- It is necessary to have this type of training more and more. Also there should be accountability for the Engineering Division.
- To accomplish the activities of the Paurashava, different types of manuals should be supplied.

Question no : 16

- I am very much interested to know about this type of topic
- It was better if the time duration of the training was increased
- It was necessary to increase the training duration
- If there is monitoring system in Paurashava level, only then the training on street development will be more successful.
- It could be better if the training duration is increased to 05 days instead of 03 days.
- We need this type of training more and more.
- It is necessary to increase the time for the training duration.
- If we have more training on this topic, then the speed of our work will increase and the standard of the work will improve.
- In future it is necessary to have more training on this topic. Then our work will get more speed and we may have more development.

Question no : 17

- It is negative

Question no : 18

- The Surveyor of the Paura Parishad and I do survey.
- Sujanagar Paurashava of Pabna
- The Sub Assistant Engineer of Hajigonj Paurashava, Chandpur
- The Sub Assistant Engineer
- The Assistant Engineer (Civil)
- The surveyor of Chaumuhani Paurashava

- The Assistant Engineer
- The Executive Engineer of Sujanagar Paurashava, Pabna
- The Upper Division Clerk
- The Secretary of Morrelgonj Paurashava
- The Work Assistant
- The Counselor
- The Mayor of Chandanaish Paurashava
- The Counselor of Chandanaish Paurashava
- The Counselor
- The honorable Mayor
- The Panel Mayor – 01 of Hajigonj Paurashava, Hajigonj

Annex 2 Results of Feedback on Handbook

Summary Data Sheet

Name of the Training: Training on the Paurashava Street Development Handbook 09 – 11 July 2018	Duration of the training : 09 – 11 July 2018	Total Number of Participants : 24	Average Score (out of 4) From Question 1 to 11	**Grand average score (out of 4) from Q. 1 to 11**
Question no.	Total no of question : 18			
Question -1.	Did you understand the overall content of the operational /management handbook?		3.25	**3.22**
Question -2.	Are the topics selected for the operational /management handbook subjects appropriate?		3.25	
Question -3.	Are the information given in the operational handbook are ready to use?		3.25	
Question -4.	Are the given examples /case studies in the operational handbook helpful?		3.21	
Question -5.	Are the provided information in the operational handbook enough?		3.17	
Question -6.	In which level/amount do you use the operational handbook?		3.00	
Question -8.	After using this operational handbook is your skill developed?		3.25	
Question -11.	Let us know your overall impression of using this operational handbook.		3.42	

Note:

- Average score is calculated on 12 questions (from Q. 1 to Q. 14). It is calculated out of four as all questions score is 4.
- Grand average score also calculated out of 4 and from Q. 1 to Q. 14
- Last 4 questions (Q. 17, Q. 19, Q. 20 and Q. 21) are excluded from the main analysis as they are about their working organization, designation, age, sex and educational background.
- The information of Q. 17 to 21 also given as input and they are not out of 4.
- Q. means Question and Parti. means Participant.

Written Feedbacks

Question no : 6

- It was never done

Question no : 7

- I will use the handbook when it is necessary
- It was not done before

Question no : 10

- The Estimation Manual of the Paurashava – 2018

Question no : 12

- I want to get the handbook for the New Act of 2015
- It will be better if the handbook in enriched with more information
- It is to learn like this
- The technical handbook on the development of Paurashava Survey management
- It is necessary to have more detail information in the handbook

Question no : 13

- It is better if more Trainers are used for the training. All Trainers should have practical knowledge.
- To submit it to SPGP as a pilot project after 4 months and it should be corrected also.
- It could be better if the soft copy of the presentation was sent to the email of the participants.
- I enjoyed the training. It is necessary to have more training.

Question no : 14

- It is negative

Question no : 15

- The honorable Panel Mayor – 01 of Hajigonj Paurashava
- The honorable Mayor
- The Councilor
- The honorable Mayor of Chandanaish Paurashava
- The Counselor of the Chandanaish Paurashava
- The honorable Mayor of Musanagar Paurashava
- The Councilor

- The Assistant Engineer
- The Sub Assistant Engineer
- The Member of IDEB
- The Sub Assistant Engineer
- The Sub Assistant Engineer
- The Sub Assistant Engineer
- The Executive Engineer of Sujanagar Paurashava in Pabna
- Upper Division Clerk of Morrelgonj Paurashava
- The Secretary of Morrelgonj Paurashava
- The Work Assistance
- The Surveyor of Morrelgonj Paurashava
- To conduct survey, the Surveyor

SPGP Training Report

Title of the Training	**Paurashava Drainage Development**
Trainees	22 (Concilors, Engineers, Surveyors and draftsman, etc. from 5 pilot Paurashavas[15].) (Refer to Annex 1)
Date and time	August 21-23, 2017 (3 days) 9:00 – 17 :30
Trainers and coordinators	36. Mr. Mohirul Islam (Main lecturer and facilitator) 37. Mr. Md. Abdul Motalleb, Project Consultant (Lecturer, facilitator and coordinator) 38. Mr. Abdul Gaffar, Project Consultant (Lecturer and facilitator) 39. Mr. Md. Tamzid Sarwar, Deputy Director, UMSU, LGED (Observer) 40. Ms. Farhana Lima, Assistant Engineer UMSU, LGED (Facilitator) 41. Dr. Shamim Mahabubul Haque, Consultant (Lecturer and facilitator) 42. Mr. Md. Maksudur Rahman, Consultant (Facilitator)
Venue	LGED conference room

1. Contents of the Training

Day 1 (One)

Date	Time	Session No.	Subject	Trainer
Inaugural Session				
Monday 21 August, 2017	9:00 – 10:00	Inaugural session	Participants registration and inauguration of the Training Course	Mr. Md. Abdul Rouf Mia, Deputy Secretary, LGD and PD, SPGP. Mr. Hiroki Watanabe, Project Formulation Advisor, JICA Bangladesh Office. Mr. Md. Shafiqul Islam Akand, Director, MSU, LGED. Mr. Masaharu Ido, JICA Consultant. Mr. Md. Mahbub Hossain, Additional Secretary, LGD.
	10:00-10:20		Tea break	
	Working Session			
	10:20- 11:00	1	Introduction of Drainage Development and related issues	Md. Abdul Gaffar Senior Consultant, Md. Abdul Motalleb Consultant (Infrastructure Planning)
	11:00-11:30	2	Legal Context related to Drainage Development	Md. Abdul Gaffar, Md. Abdul Motalleb
	11:30 – 1:00	3	Significant Aspects to be considered for Drainage Developments	Dr. S. M. Haque Senior Consultant, Md. Mohirul Islam Mohir (Consultant)
	13:00-14:00		Prayer and Lunch	

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[15] Shailakupa, Bakerganj, Sengarchar, Kanaighat, and Atgharia

Date	Time	Session No.	Subject	Trainer
	14:00-15:30	3	Significant aspects to be considered for street developments	Dr. S. M. Haque Md. Mohirul Islam Mohir
	15:30-16:00		Tea break	
	16:00-17:00	3	Significant aspects to be considered for street developments	Dr. S. M. Haque Md. Mohirul Islam Mohir
	17:00-17:30		Session Review	

Day 2 (Two)

Date	Time	Session No.	Subject	Trainer
Tuesday 22 August, 2017	9:00-10:00	4	Operational Procedures (Steps to be considered) to develop the Drainage Developments	Md. Mohirul Islam Mohir Md. Abdul Motalleb
	10:00-11:30	5	Preparation of Drainage Network Map, Inventory list and Identification of existing Drainage condition of the Paurashava.	Dr. S. M. Haque Md. Abdul Motalleb
	11:30-11:50		Tea break	
	11:50-13:00	5	Preparation of Drainage Network Map, Inventory list and Identification of existing Drainage condition of the Paurashava.	Dr. S. M. Haque Md. Abdul Motalleb
	13:00-14:00		Prayer and Lunch	
	14:00-15:00	6	Analysis of Drainage Development Activities by Conducting necessary studies based on existing condition; catchment area, surface runoff, requirement of new drains, calculation of drainage size etc.	Md. Mohirul Islam Mohir Md. Abdul Motalleb
	15:00-15:20		Tea Break	
	15:30-16:00	6	Analysis of Drainage Development Activities by Conducting necessary studies based on existing condition; catchment area, surface runoff, requirement of new drains, calculation of drainage size etc.	Md. Mohirul Islam Mohir Md. Abdul Motalleb
	16:50-17:00	7	Procedure to be followed for authorization of new drains Development	Dr. S. M. Haque Md. Mohirul Islam Mohir
	17:00-17:30		Session Review	

Day 3 (Three)

Date	Time	Session No.	Subject	Trainer
Wednesday 23 August, 2017	9:00 – 10:30	8	Activities needed for detailed drainage development proposals	Dr. S. M. Haque Md. Mohirul Islam Mohir
	10:30-10:50		Tea Break	
	10:50-12:30	9	Regular activities for maintenance of drainage, associated works etc.	Dr. S. M. Haque Md. Mohirul Islam Mohir
	12:30-13:00	10	Monitoring and evaluation of	Md. Abdul Gaffar,

Date	Time	Session No.	Subject	Trainer
			Paurashava's Drainage Development Activities	Dr. S. M. Haque
	13:00-14:00		Prayer and Lunch	
	14:00-15:30	10	Monitoring and evaluation of Paurashava's Drainage Development Activities	Md. Abdul Gaffar, Dr. S. M. Haque,
	15:30-15:50		Tea Break	
	15:50-16:30		Session Review	
	Closing Session			
	16:30-17:30		• Course review and evaluation • Certificates distribution • Closing remarks from the course organizer.	Mr. Md. Abdul Rouf Mia, Deputy Secretary, LGD and PD, SPGP

Materials and Equipment
- (a) Projector (1)
- (b) Screen (1)
- (c) White Board (1)
- (d) Markers
- (e) Stationaries (calculator, nameplate, eraser, pencil, and sharpener)

2. **Training Assessment** (Refer to Annex 2 and 3)

<Overall satisfaction>
Overall, both from trainers/organizers' and the trainees' perspective[16], the training was a success, making a good start for the SPGP training program as a whole.

The average score for the Question 14. "Let us know your overall impression of the training," was 3.41 (95% Confidence Interval (CI) 3.19 to 3.63) out of 4-point scale.

<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 3.27 (95% CI 3.07 to 3.47) out of 4-point scale.

3. **Items to be improved** (Refer to Annex 4)

Handbook

- Similar structure was followed for both the documents (Streets and Drainage). So, restructuring of Chapter 3 and Chapter 4 of both the documents would be required.
- Since drains are supposed to carry domestic waste water along with storm water, waste water treatment issues could also be at least introduced briefly for the reader in Chapter 3.
- There was less discussion about manhole and structural design of manhole. It should be richer if there

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[16] Questionnaire survey on the trainees' satisfaction was conducted,

include construction procedure and some type design of brick drain, RCC drain, concealed pipe drain and pipe culvert drain.

- Minimum slope of the drain needed to be included. To minimize back flow problem pumping method and sluice gate, regulator, etc. construction and design method should be needed. This hand book will be informative if there environmental issue and social safeguard policy are include
- The style of language used in both English and Bangla versions are found to be inconsistent across the entire document, which seriously reduced its readability.
- Language related observations are also valid for the training materials (Power Point slides) developed from the Handbook.

Training

- Experts should be given time, not only to do the language editing, but also to identify conceptual inconsistencies and short comings.
- The training could not satisfy some of the Engineer participants. Separate set of trainings could be convened for participants with technical and non-technical backgrounds.
- Given the existing staffing patterns of the Paurashava and their knowledge levels, though opinions of the field level users are useful but participants, if the participants are not selected carefully, may fail to appreciate many of the technical issues discussed in the Handbook.
- The training program was well organized. Participants and trainers both played positive role from their sides to make the training successful.

Logistics

- Participants should be properly communicated well ahead about the venue and training program including the materials (maps/master plans) they are required to bring with them.
- Furniture and seating arrangements of the trainees in the training room should be arranged in a way so that during group works and table top exercises these could be easily rearranged.
- Complete residential arrangement of trainers and trainees together in one place during training days would increase the scope of informal discussions which could be very useful.

Annex 1 Results of Training Feedback Summary Data Sheet
Annex 2 Written Feedbacks

Annex 1 Results of Training Feedback Summary Data Sheet

No.	Question	Mean	Std. Err.	95% CI
Q1	Did you understand the overall content of the training program?	3.27	0.10	（ 3.07 to 3.47 ）
Q3	Are the topics selected for the training subject appropriate?	3.41	0.11	（ 3.19 to 3.63 ）
Q4	Can you use knowledge and skills obtained through the training?	3.18	0.11	（ 2.96 to 3.40 ）
Q6	Was the timing of the training (date and time) appropriate?	3.18	0.13	（ 2.92 to 3.44 ）
Q7	Was the duration of training (total time of training) appropriate?	3.14	0.14	（ 2.85 to 3.42 ）
Q8	Was the proportion of time allocated to different activities (lecture, discussion, group work, break, etc.) throughout the course appropriate?	3.27	0.10	（ 3.07 to 3.47 ）
Q9	Were the printed materials (texts, presentation slides, etc.) provided easy to understand?	3.23	0.09	（ 3.04 to 3.42 ）
Q10	Were the examples or case studies provided during the training course helpful?	3.27	0.10	（ 3.07 to 3.47 ）
Q11	Was the training facility (class room, accommodations, etc.) appropriate?	3.05	0.15	（ 2.73 to 3.37 ）
Q12	Were the explanations and the instructions made by the main lecturer easy to understand?	3.41	0.11	（ 3.19 to 3.63 ）
Q13	Were the explanations and the instructions made by other lecturers and/or facilitators easy to understand?	3.27	0.10	（ 3.07 to 3.47 ）
Q14	Let us know your overall impression of the training.	3.41	0.11	（ 3.19 to 3.63 ）

Feedback of the training

Question no : 3

- The content is very important so it is correct.

Question no : 4

- I will be able to utilize some of the knowledge or skill but all knowledge or skill I will not be able to utilize.
- After taking the training now I can understand the subject more precisely than I understood before.

Question no : 6

- It is necessary to give more time for the training.
- As the session finished early so it was difficult to understand the topics. It could be better if the duration was for 4 days.

Question no : 7

- It might be better if the training days could be extended up to 4 /5 days.
- Drainage is a very big work of the Paurashava. More training is needed on this work that can be for 05 (five) days.
- It could be better if the duration was extended to 3 to 4 days.

Question no : 9

- It could be better if the Engineering words were written in English.

Question no : 11

- The living accommodation is worse than before.
- There was lack of cleanliness.
- The living accommodation system was not very good.
- The quality of food was not good and the accommodation system should be cleaned.

Question no : 13

- Some more changes will be brought.

Question no : 14

- It could be better if we could get little bit more time.

Question no : 15

- More training is needed on waste disposal.
- I am interested to know in detail about the structural design of the drain.
- Have to know more about the design.
- It was necessary to know well about the design.
- I want to get training about the detail design of the drain.
- It is necessary to know in detail about the drainage infrastructure design or manual.
- The discussion was satisfactory.
- From this training I have learned in detail about selecting the size of the drain but it is necessary to have training about the Construction Design.
- I am interested to know about the Master Plan.
- It could be better if there were more detail training on drain design.
- I am interested to know about the detail design of the drain.
- I will know very well about the drainage.
- We need the training about constructing drain.
- I am interested to know in detail about the design of the drain.
- I am interested to know more detail about the design and structure of the drain.
- Construction design of the drain.
- Structural design of the drain could be added.
- In this training one part of drain design is represented but full design was not present. So it could be better if the full design is there.
- About the drain design.
- It could be better if more training was giving about the drainage design.

Question no : 16

- The standard of bags that we received should be improved.
- It will be requested to improve the living accommodation service a little bit. The quality of the bags that we have received should be improved.
- I want to conduct my duties as Cleanliness Inspector under the supervision of Engineering Department.
- It is necessary to have such type of training for the development of the skill.
- It is necessary that the living accommodation should be service oriented. The bags we have received from the training, their quality should be improved. The person who is not selected for the training, for example other person instead of selected post should not join in the training.
- (1) It is necessary that the living accommodation facilities should be from sincere and willing perspectives.
  (2) The Officers /employees who are not selected for the training should not be allowed to join in the training.
- The training can be arranged from time to time.
- During the training the quality of food is not satisfactory. The cleanliness of the residential rooms is not satisfactory at all.
- The Surveyors submit the outreach Land Survey Report before approving the design, so they are needed to have training on Master Plan. Till now they did not receive any training on the Master Plan.
- The training was better and was important.
- The handbooks are necessary.
- I have no remarks to know.
- The training duration for every topic should be at least for 05 (five) days.
- The subject matter of the training was good.
- Everything of you are very good but whom you have given the responsibilities to arrange living accommodation and for food, they are neglecting and working on their own wish and that has made us dissatisfied.
- The subject matter of the training was good.
- Not Applicable
- At the end the handbook will be prepared, if in it the full design of the road and drain is attached then it will be easier to understand.
- It is necessary that the pictures of the handbook should be colorful.
- It is important to increase the awareness.
- Through different broadcasting for increasing the awareness and to take different legal steps to increase the awareness by the government.

Question no : 17

- The Councilor

Question no : 18

- The Conservancy Inspector, Bakergonj Paurashava.
- The Designer, Bakergonj Paurashava, Barisal.
- The Sub Assistant Engineer
- The Assistant Engineer, Bakergonj Paurashava.
- The Cleanliness Inspector.
- I am working as the Advisor of local mosque committee.
- The Assistant Engineer.
- The Councilor
- The Work Assistant
- The Work Assistant
- The Designer
- The Sub Assistant Engineer
- The Assistant Engineer, Atgharia Paurashava, Pabna.
- The Sub Assistant Engineer

Question no : 21

- Diploma in Engineering
- Diploma in Civil Engineering
- Diploma in Civil Engineering

SPGP Training Report

Title of the Training	**Paurashava Drainage Development**
Trainees	21 (Mayors and Councilors who are the Chairmen of Urban Planning and Community Service Development, Executive Engineers, Town Planners, Asst. Engr/Sub. Asst. Engineers, Surveyors and Draftsman, etc. from 5 Extended Paurashavas1.) (Refer to Annex 1)
Date and time	31st July-02 Aug, 2018 (3 days) 9:00 – 17 :30
Trainers and coordinators	From LGED 1. Mr. Md. Nazrul Islam,Deputy Director, RMSU, Dhaka 2. Mr. Narayen Chandra Sarker,Deputy Director, RMSU, Faridpur 3. Mr. Khandaker Fokhrul Ahmed, Sr.Assistant Engineer, UGIIP-3, LGED 4. Mr. Biplab Mondal, Assistant Director (UP), RMSU, LGED, Khulna 5. Mr. Subrota Kumar Biswas, Assistant Director (UP), RMSU, LGED, Barishal 6. Mr. Mohammad Sadat Khan , Assistant Director (UP), RMSU, LGED, Chottrogram From SPGP 1. Mr. Md. Abdul Motalleb, Project Consultant (Lecturer, facilitator and coordinator) 2. Mr. Md. Maksudur Rahman, Consultant (Facilitator)
Venue	LGED Training room

1. Contents of the Training

Day -01

Time	Session No.	Subjects
9:00 – 10:00	Inaugural session	Participants registration and inauguration of the Training Course
10:00-10:50	**[Session-1]** Discussion on Drainage System Development at Paurashava level	• Paurashava Drainage Development and related issues • Legal Context related to Paurashava Drainage Development
10:50- 11:15	Tea break	
11:15-13:00	**[Session-2]** Determination of Significant Aspects to be considered for Drainage Developments	• Identification of Catchment area. • Identification of existing waterbodies, natural canal, river and other outfall of drainage. • Identification of natural and manmade drain • Built up area, considering the future built up area and identification of landuse charecteristics • Land elevation and contour
13:00-14:00		Prayer and Lunch
14:50 – 15:00	**[Session-3]** Determination of Significant Aspects to be considered for Drainage Developments	• Development of drainage network following gravity drainage method • Proposed locations for Water flow and control infrastructure, example-culvert, regulators, embankments etc. • Preparation of Hierarchical drainage design • Essential consideration on Lined drains and other Water Control Structures Construction and reconstruction. • Consideration of drainage design

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[1] Dhamrai, Raipura, Monohordi, Shibchar, and Muksudpur

7.2 Reports of Follow-up Activity/Monitoring Activity

Follow – up activity report

Subject	Financial management (Budget, accounting, tax collection and assessment, and internal auditing)
Name of Paurashava	Raipura Paurashava, Narsingdi
Area	Financial management
Target at the end of FY (December 2017)	- The paurashava maintains cashbook every month and monitor the budget execution using quarterly and annual accounts of receipts and payments. - The paurashava take actions to increase tax revenue.
Activities (progress of work)	**Date:** 4 April 2018 **Participants (SPGP):** Mr. M. A. Quddus - A SPGP local consultant, Mr. Quddus conducted financial management training for elected representatives, so that elected representatives can understand that the tax revenue was essential for the service delivery and infrastructure development at the paurashava. - Mr. Shahid Secretary Bakerganj Paurashava and Secretary of Raipura Paurashava assist the implementation of the training program. - Mr. Quddus also had discussions with tax collectors and accountant on how to use “demand and collection register” and “cashbook”. They showed their intentions to use such ledger books from the fiscal year starting from July 2018.
	Date: July - August 2018 **Participants (SPGP):** Mr. M. A. Quddus - A SPGP local consultant, Mr. Quddus made telephone calls to the paurashava and gave additional instructions on the use of new ledger books.

Follow-up activity report

Submission date: November 07, 2017

Reported by: Md. Sohrab Hossain and Md. Asaduzzaman

Subject	Development planning
Name of Paurashava	Atgharia Paurashava
Name of persons that engaged in the activity	Md. Sohrab Hossain (Senior Consultant- Development planning and infrastructure related areas) & Md. Asaduzzaman (Consultant- Development planning and infrastructure related areas)
Target at the end of FY (June 2017)	1) Conduct Ward meeting and Ward open meeting 2) Conduct situation Analysis considering the wards demand 3) Preparation of Financial Projection 4) Preparation of Form-C (Finalization of Ward Committees priority list including estimation) 5) Preparation of candidate list considering the wards demand 6) Preparation of sector wise Priority Project list 7) Draft PDP preparation 8) Organized TLCC meeting for discussion of draft PDP
Activities (progress of work)	Date: April 24 and 25 The purpose of this visit was to support the Municipality to compile and prepare the candidate list and prioritizing them. During the visit, the standing committee updated form E. After that, compiling all of the projects of nine Wards, they prepared a single working list. Then, they set priority on the projects sector wise. The consultants reminded them several things during setting priority. Nevertheless, the problem of biasness for own Ward of the Councilors remained. After that, the consultants talked to the meeting about the process of further works. With the help of secretary, engineer, and work assistant, the standing committee will proceed on to prepare the final report. Furthermore, the consultant advised about the duties and responsibilities of everybody concerned. Without the assistance of the Consultant, it was difficult for the Paurashava to do the tasks as it is entirely a new task for them. Thus, the inputs of Consultant ensured a smooth operation. Date: August 23 to 25 The purpose of this visit was to assist the Paurashava in developing the draft Paurashava Development Plan (2016-2021)-PDP. During the visit, the consultant assisted the standing committee along with Assistant Engineer and Secretary to finalize the outline of the 1st report. Then the committee set the outline and review the documents related to the PDP prepared earlier in different preparation stage. The chairpersons of the standing committee requested the Assistant Engineer

	to assist them for compilation of the PDP report. Assistant Engineer compiled the documents and prepared the introduction of the report with the help of the consultant. The committee also analyzed the 5 years' financial capability of Paurashava and incorporated in the report. After compilation of the draft report, the committee decided to review furthermore the report and send to SPGP for rectification specially the language and spelling (if needed).

Follow-up activity report

(Development Plan at TLCC Meeting)

Submission date: 13th November, 2017

Reported by: Md. Asaduzzaman

Subject	Development planning
Name of Paurashava	Atgharia Paurashava, Pabna
Name of persons that engaged in the activity	Md. Sohrab Hossain (Senior Consultant- Urban Governance) & Md. Asaduzzaman (Consultant- Development planning and infrastructure related areas)
Target at the end of FY (June 2016)	9) A draft development plan is submitted to the Ministry. 10) An annual action plan is prepared. 11) The implementation of the annual action plan is monitored in the Council meetings.
Activities (progress of work)	Date: November 05, 2017 The purpose of this visit was to assist the Paurashava in arranging TLCC meeting and to make sure that, in the meeting, Prepared Development Plan is presented. Moreover, finalizing the Development Plan by guiding concerned people to prepare Annual Action Plan for the current FY was a reason for this visit, too. The consultants discussed with the Assistant Engineer about the plan and schedule of TLCC prior to the meeting. Basically, Paurashava had a plan to focus on Tax Reassessment which they completed recently (the first reassessment ever for Atgharia Paurashava). They took this meeting as a chance to disseminate the information relating to that reassessment. Consultants suggested Paurashava to link this with the Draft Development Plan that has been prepared. It would help all of the stakeholders concerned. The meeting started on time and it was a huge gathering (of around 200 people of whom 32 members were present from TLCC). As Paurashava took this as a chance for disseminating information, they invited some people who are important for the locality but not there in the committee of TLCC. The meeting was started formally with the subject matter of reassessment and it took the attention entirely. During this session, a copy of Draft Development Plan was being distributed among the members of TLCC and they were asked to have a skim through it. After distributing this, they are given a description of the process of preparing it and are requested to comment on that within seven days to make it finalized. Mayor took this role according to the pre-decision. It is observed that, a few number of comments came there relating to Development Plan as they were more concerned with the reassessment work. Actually, the participants had an intention to raise their voice against the increase of tax amount which they were paying for the last Eleven Years.

	Finally, despite of their plan/intention, Mayor, Assistant Engineer and Tax Assessor could manage the matter cleverly. They presented the Development Plan and requested them to help Paurashava to meet their demands listed in the Development Plan by giving their taxes properly. After the meeting, the consultants discussed with Assistant Engineer to guide preparing the Annual Action Plan for the current fiscal year. He was requested to compile two years' budget and two years' development works as the time specified for the task has already been over. The time that this plan will take place, will be around January, 2018 and hence they need to compile those of 2016-17 and 2017-18. This support visit was fruitful; though at a smaller extent. The meeting focused basically on the issue of hike in holding tax following a reassessment and there was a chance not to present the Draft Development Pan if the consultants were absent. There is an important issue of concern. TLCC meeting was scheduled more than one week ago and the members were invited accordingly but it is observed that, no representative of different Government Organizations (who are member of TLCC) was present there.

Follow-up activity report

(Monitoring of Paurashava's Activities by the Council and Standing Committees)

Submission date: December 03, 2017

Reported by: Md. Asaduzzaman

Subject	Monitoring of Paurashava's Activities by the Council and Standing Committees
Name of Paurashava	**Sengarchar Paurashava, Chandpur**
Name of persons that engaged in the activity	Md. Yeasin Arafat (Consultant- Training Support/Facilitation of the Training on Citizen Participation) & Md. Asaduzzaman (Consultant- Development planning and infrastructure related areas)
Activities	Date: November 28, 2017 The consultants attended three standing committee meetings of Tax Collection, Budget Execution and Development Plan Implementation. All of the meetings were held on the same day; two on the first half (Tax and Budget) and other on the second half. Prior to the meeting, the consultants reviewed the documents that they prepared for the meeting and gave their inputs where necessary. These documents were prepared by the Paurashava in accordance with the Handbook except shortage of little information. On the eve of starting both of the meetings, consultants guided the Standing Committee Members by defining their roles in the meeting in line with the handbook. Consultants reminded them that, these meetings are regular task of Paurashava and after one or two meetings, no outsiders (like the consultants) would be present and they themselves will have to carry on with the meetings. They were told that the consultants are present only because, they may need assistance during the meeting at this early stage. Consultants had to intervene several times despite the participants were briefed earlier. They could hardly participate. During the meeting, thus, consultants had to play a very active role throughout all the time. Comparatively, the Female Councilors were vocal in these meetings. The meeting for Monitoring of Development Plan was scheduled on the same day, after lunch. Accordingly, the consultants checked the documents that Paurashava prepared. The consultants found that, there was no advancement regarding this. Even, not a single project has been started on the first three months. Paurashava went through the tendering process recently and thus, they told that, on the next quarter, they will have some items to monitor. At the same time, they assured that, every of the items will be picked up from the Annual Action Plan. The members ended the meeting with only one recommendation to the Paura Parishad- Paura Parishad needs to take

	immediate step to start implementing the projects.

SPGP Field Visit Report on Infrastructure Subjects

Visiting Date: 16th October, 2017

Submission date: 19th October, 2017

Reported by: Md. Abdul Motalleb (Rassel)

Subject	Infrastructure Development (Master Plan Implementation, Street Development and Drainage Development)
Name of Paurashava and participants (Refer Attachment 1)	Sengarchar Paurashava Mayor, Secretary, Councilors (11), Asst. Engineer (1), Drafts Man (Acting as Sub-ass. Engineer, 1), Head Assistant (1)
Name of persons that engaged in the activity	Mr. Masaharu Ido (JICA Expert) Md. Abdul Motalle (Consultant- Infrastructure Development)
Agenda (Refer Attachment 2)	12) A short presentation on Street Development 13) Getting feedback on the operational handbooks of Master Plan Implementation, Street Development and Drainage Development 14) Receiving Paurashava opinions on follow up activities
Detail of Discussion (Refer Attachment 3)	At the very beginning all participants introduced themselves and the Mayor welcomed SPGP representatives for their regular and active participations. He requested Mr. Ido to start the discussion and Mr. Ido shared the purposes of the visit and also discussed the importance of handbook review activities of SPGP by the follow up programs. Mr. Rassel has presented the context and contents of Street Development Operational handbooks prepared by SPGP shortly as per Mayor's request as he was not invited in the Street Development Training at LGED. During the presentation Mr. Rassel shared the objectives & legal basis of the Handbook. He also shared the street development aspects (related with construction, maintenance, street lighting and authorization of new streets, etc.). He also discussed Systematic Approach on how Paurashava may start their street development related activities following the Handbook. In this regards the Mayor expressed that those activities would guide Paurashava to get better street networks for future by systematic developments. Engineers of the Paurashava also agreed with him. Councilor of Ward 08 has shared that they have lost their opportunities to widen their important streets which is now very difficult to include walkways, and other facilities. Mr. Rassel advised that there might be still opportunities for Paurashava to achieve good networks and applicable demand based designs for future streets by setting their vision and relevant activities. After the presentation, Mr. Rassel discussed the importance of follow up

	activities by following the Handbook to develop Paurashava's capacity on street development with the participants. In this regard, Engineers and Councilors agreed to start this kind of activities to have future development plan following the Handbook. Mayor also agreed to support on this kind of activities. Participants also gave written opinion on how they would start this kind of activities with follow-up support by SPGP. Some councilors said, it is very urgent to widening the existing roads, keeping the footpath on both sides of the roads, establishing the street lights, providing the sings at special and preparing a good street for the future generations. The handbook is very much necessary to follow and achieve etter street network for the Paurashava. The participants who joined the training programs of SPGP in Dhaka provided their feedbacks on the feedback sheet on infrastructure related Operational Handbooks as Mr. Ido requested them to do.

Attachments

1. Follow-up Program,

2. Opinion Sheets on Follow-up Activities,

Attachment 1: Follow-up Program

Strengthening Paurashava Governance Project (SPGP)

Tour to Sengarchar paurashava, Chandpur

Date: 16-10-2017

Follow-up Activities on Three Infrastructure Subjects under SPGP:

Master Plan Implementation, Street Development, Drainage Development

Partcipants from SPGP:

1. Mr. Masaharu Ido, JICA Infrastructure Expert
2. Mr. Md. Abdul Motalleb, Infrastructure Consultant.

Program Agenda:

Agenda	Time/Duration	Meeting with
1. Objectives of the Meeting:	10:30 to 10:50	Mayor, Councilor and staffs of the Paurashava
2. Short Discussion/Briefing on Street Development Hand Book:	10:50 to 12:00	Mayor, Councilor and staffs of the Paurashava
3. Discussion on the context of the Hand book	12:00-12:30	Mayor, Councilor and staffs of the Paurashava
4. Taking feedbacks on 3 Infrastructure Handbooks.	12:30-13:15	Mayor, Councilor and staffs of the Paurashava
5. Sharing/Discussion on the follow-up activities on this three subjects.	13:15- 13:30	Mayor, Councilor and staffs of the Paurashava

Attachment 2: Opinion Sheet on the follow-up Program

The The opinion on experimental verification of infrastructure development affairs handbook
Paurashava : Sengarchar, Date : 16/10/2017

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i. Name: Shah Sufian Khan, Secretary:

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1. What do you think that, how the guidelines of the handbook regarding the implementing of the Master Plan of the Paurashava might be verified experimentally in your Paurashava?
I think it can be verified experimentally.

2. What do you think that, how the guidelines of the handbook regarding the development of roads of the Paurashava might be verified experimentally in your Paurashava?
It is very important matter and I think it will be possible that the instructions of the handbook can be verified on test.

3. What do you think that, how the guidelines of the handbook regarding the development of drainage system of the Paurashava might be verified experimentally in your Paurashava?
I think that, considering public health and the demand of the public of the Paura area, the instructions described in the handbook can be verified on text.

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ii. Name and Post : Mohammad Ullah, Chief Assistant

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1. What do you think that, how the guidelines of the handbook regarding the implementing of the Master Plan of the Paurashava might be verified experimentally in your Paurashava?
First review the instruction of the handbook regarding Master Plan implementing affairs and then implement them.

2. What do you think that, how the guidelines of the handbook regarding the development of roads of the Paurashava might be verified experimentally in your Paurashava?
The instructions of the handbook will be followed properly.

3. What do you think that, how the guidelines of the handbook regarding the development of drainage system of the Paurashava might be verified experimentally in your Paurashava?
Works will be done as directed in the handbook.

iii. Name and Post : Md. Mannan Bepary, Counselor

1. What do you think that, how the guidelines of the handbook regarding the implementing of the Master Plan of the Paurashava might be verified experimentally in your Paurashava?

Widening the roads, keeping the footpath and establishing the street lights.

2. What do you think that, how the guidelines of the handbook regarding the development of roads of the Paurashava might be verified experimentally in your Paurashava?

At every area the canal would be dug and the handbook is so much necessary.

3. What do you think that, how the guidelines of the handbook regarding the development of drainage system of the Paurashava might be verified experimentally in your Paurashava?

iv. Name and Post : Md. Ruhul Kuddush Master, Counselor

1. What do you think that, how the guidelines of the handbook regarding the implementing of the Master Plan of the Paurashava might be verified experimentally in your Paurashava?

Widening the roads, keeping the footpath, establishing the street lights, giving sings at special places of the roads and constructing the roads by making plan for the future generations.

2. What do you think that, how the guidelines of the handbook regarding the development of roads of the Paurashava might be verified experimentally in your Paurashava?

If the handbook is beside us then the development can be made by understanding everything.

3. What do you think that, how the guidelines of the handbook regarding the development of drainage system of the Paurashava might be verified experimentally in your Paurashava?

Where the drain will be made, what benefit the public will get after constructing the drain. If the handbook is available then it will be easier for all the Counselors to do the development works.

v. Name and Post : Zahirul Hoque Mia, Counselor

1. What do you think that, how the guidelines of the handbook regarding the implementing of the Master Plan of the Paurashava might be verified experimentally in your Paurashava?

Arranging everything by having the training again.

2. What do you think that, how the guidelines of the handbook regarding the development of roads of the Paurashava might be verified experimentally in your Paurashava?

That is told in the serial no 1.

3. What do you think that, how the guidelines of the handbook regarding the development of drainage system of the Paurashava might be verified experimentally in your Paurashava?

That is told in the serial no 1.

vi. Name and Post : Md. Shahadat Hossain Khokon, Councilor

1. What do you think that, how the guidelines of the handbook regarding the implementing of the Master Plan of the Paurashava might be verified experimentally in your Paurashava?
Again we may have the training in the Paurashava and through the training the scrutiny can be done.

2. What do you think that, how the guidelines of the handbook regarding the development of roads of the Paurashava might be verified experimentally in your Paurashava?
As it is told in the serial no 1.

3. What do you think that, how the guidelines of the handbook regarding the development of drainage system of the Paurashava might be verified experimentally in your Paurashava?
As it is told in the serial no 1.

vii. Name and Post : Ahsan Habib, Counselor

1. What do you think that, how the guidelines of the handbook regarding the implementing of the Master Plan of the Paurashava might be verified experimentally in your Paurashava?
It will be easier for us to make development by using your handbook.

2. What do you think that, how the guidelines of the handbook regarding the development of roads of the Paurashava might be verified experimentally in your Paurashava?
Your handbook will help us to work according to the demand of the public

3. What do you think that, how the guidelines of the handbook regarding the development of drainage system of the Paurashava might be verified experimentally in your Paurashava?

viii. Name and Post : Md. Borhan Uddin Prodhan, Councilor

1. What do you think that, how the guidelines of the handbook regarding the implementing of the Master Plan of the Paurashava might be verified experimentally in your Paurashava?
As a Master Plan we understand that if we want to do a work we have to have space in two sides. If any further roads are constructed later on, that can be accomplished together with this.

2. What do you think that, how the guidelines of the handbook regarding the development of roads of the Paurashava might be verified experimentally in your Paurashava?
If we have the handbook then any type of work will be easier for us.

3. What do you think that, how the guidelines of the handbook regarding the development of drainage system of the Paurashava might be verified experimentally in your Paurashava?
The handbook helps to do all types of works and also the handbook will help. The handbook is very much necessary.

ix. Name and Post : Md. Delowar Hossain, Asst. Engineer

1. What do you think that, how the guidelines of the handbook regarding the implementing of the Master Plan of the Paurashava might be verified experimentally in your Paurashava?
After doing the priority basis project selection, it can be verified by keeping balance with the Master Plan and handbook.

2. What do you think that, how the guidelines of the handbook regarding the development of roads of the Paurashava might be verified experimentally in your Paurashava?
It is possible to verify experimentally.

3. What do you think that, how the guidelines of the handbook regarding the development of drainage system of the Paurashava might be verified experimentally in your Paurashava?
It is possible to verify experimentally.

x. Name and Post : Md. Ghola, Counselor

1. What do you think that, how the guidelines of the handbook regarding the implementing of the Master Plan of the Paurashava might be verified experimentally in your Paurashava?
Widening the roads, keeping the footpath, establishing the street lights. The handbook is very much necessary for making the development.

2. What do you think that, how the guidelines of the handbook regarding the development of roads of the Paurashava might be verified experimentally in your Paurashava?
To do the work the handbook guide is very much necessary. The handbook is very much necessary for the development work.

3. What do you think that, how the guidelines of the handbook regarding the development of drainage system of the Paurashava might be verified experimentally in your Paurashava?

I think it will be easier to make development with the handbook.

2nd Field Visit Report on Infrastructure Subjects

Visiting Date: Thursday 25th January, 2018
Submission date: 31st January, 2018
Reported by: Md. Maksudur Rahman
Finalized by: Md. Abdul Motalleb (Rassel)

Subject	Follow-up on Infrastructure Development (Street & Drainage Development)
Name of Paurashava and participants	**Sengarchar Paurashava** Mayor, Secretary, Councilors (3, including the Chairman of UPCSD), Asst. Engineer & Draftsman
Name of persons that engaged in the activity	Mr. Masaharu Ido (JICA Expert) Md. Abdul Motalleb (Consultant- Infrastructure Development) Md. Maksudur Rahman(Junior Consultant-Infrastructure Development)
Agenda (Refer Attachment 1)	1. Finalizing the base map, 2. Finalizing existing street & drain network map, and 3. Completion of the inventory list on street and drain
Detail of Discussion (Refer Attachment 2)	At the very beginning all the participants introduced themselves, and the Mayor welcomed SPGP representatives for their regular and active supports on infrastructure development purposes. Mr. Ido welcomed to all, and shared recent past activities on updating infrastructure handbooks, conduction of training and follow up activities from SPGP. He discussed the purposes of the visit, and gave updated copies of the infrastructure handbooks to the Mayor and the Asst. Engineer. Mr. Rassel presented the support activities from SPGP regarding the base map preparation and also completion of the inventory lists. He explained the process of support activities from both Paurashava and SPGP. He also explained the systematic approaches to conduct the follow-up activities following the Handbooks. He mentioned about the pending tasks to do and next required supports from the Engineering Department (ED) of the Paurashava. Then he welcomed the engineers to present their completed tasks to the Mayor and the Councilors. Asst. Engineer Mr. Delower presented the road and drain inventory lists they have prepared so far, and also welcomed SPGP support activities that would help them to prepare the existing road and drain network maps. He said SPGP has supported them to prepare a base map and also has prepared a Google map with superimpose of the boundaries and road outline of Paurashava and Ward. Accordingly, the map can be easily opened in the Google Earth Map to show existing Paurashava in the real earth. This map will help them to complete the existing road network map with other features of the Paurashava without field survey. Mr. Delower also added that SPGP has supported them to learn how to use the Dropbox and also the Skype for

	regular and quick communication. These are really helpful for them to quick response. Mayor also welcomed this support activities, and provided special thanks to SPGP. He added that those activities would guide Paurashava to get better street and drainage networks, and also guide for systematic developments and digital communication. Mr. Rassel expressed the importance of follow-up activities by following the Handbooks to develop Paurashava's capacity on street and drain development with the participants. Mayor assured that he would provide all the support to the ED. In this regard, the Asst. Engineer added that this list would be an asset for the Paurashava even for upcoming engineers as a guideline. The Engineer assured to complete the inventory list of streets and drains within one month, and also update the map and would present the list in the next meeting. Mr. Rassel said that their next activities would be to prepare the plans following the handbooks after completion of the inventory list and the existing map by ED of the Paurashava. He also added that SPGP also would support by providing the soft copy of the map with CAD format, so that the Engineers can easily use CAD files for drawing and updating the map regularly.

Attachments

1. Follow-up Program,

Attachment 1: Follow-up Program

Strengthening Paurashava Governance Project (SPGP)

Tour to Sengarchar Paurashava, Chandpur

Date: January 25, 2018

Follow-up activities on Infrastructure Subjects under SPGP

Participants from SPGP:

3. Mr. Masaharu-Ido, JICA Expert
4. Mr. Md. Abdul Motalleb, Infrastructure Consultant.
5. Mr. Md. Maksudur Rahman, Infrastructure Consultant (Junior)

Program Agenda:

Discussion	Time/Duration	Meeting with
6. Speech by Mr. Masaharu Ido	11:00 to 11:20 am	Mayor, 1 Councilor (Chairman of UPCSD) and Engineering Department
7. Discuss on ongoing follow up activities	11:25 am to 12:15 pm	Mayor, 1 Councilor (Chairman of UPCSD) and Engineering Department
8. Confirmation from the Mayor and Engineers i) about finalizing the base map, ii) finalizing existing street & drain network map and iii) completion of the inventory list on street and drain	12:15 pm to 12:45 pm	Mayor, 1 Councilor (Chairman of UPCSD) and Engineering Department
9. Discussion with the Mayor and ED about next schedule to complete the next tasks	12:45 pm to 1:15 pm	Mayor, 1 Councilor (Chairman of UPCSD) and Engineering Department

3rd Field Visit Report on Infrastructure Subjects (Sengarchar Paursashva)

Visiting Date: Tuesday 13th February, 2018
Submission date: 17th February, 2018
Reported by: Md. Maksudur Rahman
Finalized by: Md. Abdul Motalleb (Rassel)

Subject	Follow-up on Infrastructure Development (Street & Drainage Development)
Name of Paurashava and participants	**Sengarchar Paurashava** Councilors (8, including the Chairman of UPCSD), Secretary, Draftsman & Work Assistant.
Name of persons that engaged in the activity	Mr. Masaharu Ido (JICA Expert participated via Skype) Md. Abdul Motalleb (Consultant- Infrastructure Development) Md. Maksudur Rahman (Junior Consultant-Infrastructure Development)
Agenda (Refer Attachment 1)	4. Discussion on follow up activities 5. Provide direction about the process of sketching and fill up the Inventory tables (Street and Drainage) 6. Updating the existing Ward based street and drainage maps (of the Master Plan) and to complete the inventory list 7. Discussion on good practice activities
Detail Discussion (Refer Attachment 2)	After the self introductory session, Mr. Rassel discussed the purpose of their visit and follow-up activities. He said achieving the existing road and drain network map and inventory lists were the fisrt step to learn about the next action to develop street and drainage situation of the Paurashava. Acknowledgement of existing road and drainage situation and sharing information is also a part of activities of the Paurashava master plan implementation activities. So, after achiebing the drainage and raod network inventory lists, the follow-up activities related to master plan implementation will start following the MPI Handbook. He requested all the participants to support the process to complete the maps and the inventory lists. The Ward based map developed by SPGP with the support of Master Plan data will be helpful for the engineers and also the Ward Councilors to complete the existing street darainage networks of the Paurashava. The eight councilors of the PS attended in the program, and provided full support ED and SPGP team to complete the process. Councilor of Ward no.1 could not attend the workshop due to his health condition. Mr. Masaharu Ido also joined the program by skype, and appreciated the support activities of participants. Mr.Rassel instructed the process of mapping in GIS and convert to Google earth format briefly. He instructed the process of sketching and fill up the table as followings: All the councilors will confirm all the road networks according to the types (Pucca, Katcha and Semipucca) of their respective Wards. Will provide the name (if missing) of the road and update the roads (if needed) With the help of ED and work assistant councilors will sketch/draw the existing new roads (which are not exisited in the Master Plan). Councilors and ED will jointly verify the road network (checking Google Earth,

	Master Plan Maps, etc.) and drain, then sketch on the map. After complete the sketches, Councilors and ED will confirm the Ward-wise maps respectively. Councilors with the support from the ED will put an individual road ID as (Bak_W01_R01), (Bak_W01_R02), etc. according to their importance and connectivity. Councilors and ED will put required information such as road name (with starting to ending point), road total length, type of road (Kutcha, Pucca or Semi Pucca), hierarchy of roads (according to importance and connectivity), type of construction materials (bituminous, HBB, RCC or mud), crest level of roads (if known), existing footpath, carriage way, shoulder, ROW, street light, roadside drain, etc. After completion of the inventory list, ED and councilors will also complete the inventory list of drain to follow the table. A set of tables and Ward-wise maps were distributed to the councilors, ED and other officials such as Mr, Sufian, Secretary, Mr. Raihan (drafts man), Work Assistant (Mr. Kalu). Also other official staffs were involved to support the entire process. ED and SPGP team helped to find out the exact location of the streets and drainange on the Map for their understanding. The councilors identified all the road networks with the help of ED and others. They sketched the existing new roads to update the maps They put the ID for all important roads and input the information to fill up accordingly. Sharing the Good Practice Mr. Rassel requested the participants to share the good practices they have achievd so far after receiving series of training from SPGP. They said they have achieved administrative capacity after receiving training from SPGP. They feel cpomfortable to do administrative work, but they could not achieve sustainable decision making process for development of infrrastrauctures yet due to lack of funds and political problems. Some of the coucilors shared that they are trying to do some development works with the limited funds according to the demands from citizens.

Attachments

1. Follow-up Program,

Attachment 1: Follow-up Program

Strengthening Paurashava Governance Project (SPGP)

Tour to Sengarchar Paurashava, Chandpur

Date: 13th February, 2018

Follow-up activities on Infrastructure Subjects under SPGP

Specific Purpose: Identify all existing street to prepare the update maps and Inventory list by the help of councilors and engineering section.

Participants from SPGP:

1. Mr. Masaharu-Ido, JICA Expert (may join via skype)
2. Mr. Md. Abdul Motalleb, Infrastructure Consultant.
3. Mr. Md. Maksudur Rahman, Infrastructure Consultant (Junior)

Program Details:

Date	Activities	Participants
13-Feb	Discussion on follow up activities	Mayor, Councilors and Engineering Department
	Provide direction about the process of sketching and fill up the table	Councilors and Engineering Department
	Councilors will support to update the existing Ward based map (of the Master Plan)	Councilors and Engineering Department
	Councilors will support to complete the inventory list	Councilors and Engineering Department
	Engineering Dept. will support all councilors to sketch in the hard copy map	Councilors and Engineering Department
	Engineering Dept. will support to prepare the inventory list	Councilors and Engineering Department

ANNEX 8. Rules and Regulations related to Paurashava

8.1 List of Revision/Newly formed Rules and Regulations prepared by project (Total of 4 groups makes up to 26 items)

Group 1 : Paurashava Financial Management

Sl. No.	Subject	Reaons why modification/addistion are needed (Existing problem).	Relevant Section & Schedule of Act	Title of Existing Rules	Revision/ Updating/ Newly framed	Title of Proposed Revised/Updated/ New Rules	Responsible Authority
1	Form and manner in which budget shall be prepared; manner in which budget shall be presented to, and considered and sanctioned by, the Paurashava; manner in which budget session of the Paurashava may be convened and held; manner in which budget may be revised.	1. Existing rules was prepared based on provisions of Paurashava Ordinance, 1977 which does not match with provisions of Paurashava Act, 2009. 2. Existing budget rules covers budget formulation & approval only; but does not cover implementation, monitoring and revision of budget.	Section -92 & Schedule-6	Paurashava Budget (Formulation and Approval) Rules, 1999.	Revision/ Updating	Paurashava Budget (Formulation and Approval) Rules,..........	LGD
2	Form and manner, in which accounts shall be kept, maintained and audited, preparation, examination, certification and publication of monthly and annual accounts.	Existing Accounts Rules, 1935 is very old and does not match with provision of Paurashava Act, 2009 and also with existing practice of Paurashavas.	Section -93, 94 and Schedule-6	Paurashava Accounts Rules, 1935.	New (based on the concept of double entry accounting system)	Paurashava Account & audit (Forms, Manner, Operation, Certification and Publication) Rules,..........	LGD
3	Provident fund & gratuity of Paurashava officers and employees.	This is very old and needs to be revised/ updated to meet the requirement of Paurashava Act, 2009 and present practice of Paurashavas.	Section- 76	Paurashava Employees (Provident Fund & Gratuity) Rules, 1988.	Revision/ Updating	Paurashava Officers and Employees (Provident Fund & Gratuity) Rules,.........	LGD

Sl. No.	Subject	Reaons why modification/addistion are needed (Existing problem).	Relevant Section & Schedule of Act	Title of Existing Rules	Revision/ Updating/ Newly framed	Title of Proposed Revised/Updated/ New Rules	Responsible Authority
4	Custody, investment, operation and application of Paurashava fund; establishment and maintenance of sinking funds and other special funds.	There is no such rule prepared earlier; but it is a requirement of Paurashava Act, 2009. It is also important for Paurashavas in managing financial discipline.	Section -89, 90, 91 and Schedule-6	-	-	Paurashava Fund (Custody, Investment, Operation & Application and Constitution of sinking & other Special Funds and Maintenance) Rules,..........	LGD
5	Manner in which the liability of any person for any loss, waste or misapplication of the funds and property of the Paurashava may be determined.	There is no such rule prepared earlier; but it is a requirement of Paurashava Act, 2009. It is also important for Paurashavas in managing financial discipline.	Section – 46, 47 & Schedule-6	-	-	Paurashava Fund and Property (Loss, Waste, or Misapplication) Rules,............	LGD
6	Registration, verification and stock-taking of property and maintenance of maps and drawings thereof.	There is no such rule prepared earlier; but it is a requirement of Paurashava Act, 2009. It is also important for Paurashavas in keeping records of assets and properties.	Section - 44, 45, 46, 47, 48 & Schedule-6	-	-	Paurashava Property (Registration, Verification, Stocktaking and Maintenance of Maps & Drawings) Rules,..........	LGD

Sl. No.	Subject	Reaons why modification/addistion are needed (Existing problem).	Relevant Section & Schedule of Act	Title of Existing Rules	Revision/ Updating/ Newly framed	Title of Proposed Revised/Updated/ New Rules	Responsible Authority
7	Providing license for rentable non-motorized vehicles, their drivers or the parsons and animals used for running the vehicle; inspecting places where such vehicles and animals are kept; arranging stands and regulation for use and offences related to such vehicles.	There is no such bye-law prepared earlier; but it is a requirement of Paurashava Act, 2009. It is also important for Paurashavas for their revenue income as well as to establish control in operation and movement of non-motorized vehicles and its drivers.	Section-50 and Schedule-2 & 8	-	-	Paurashava (License for Non-Motorized Vehicles and their Drivers or the Animals for running the Vehicles, inspection, control and related Offences) Model Bye-Laws, ...	LGD

Group 2 : Paurashava Administrative Management (Meeting, Office Management, etc.)

Sl. No.	Subject	Reasons why modification/addition is needed (Existing problem).	Relevant Section & Schedule of Act	Title of Existing Rules	Revision/ Updating/ Newly framed	Title of Proposed Revised/Updated/ New Rules	Responsible Authority
8	Method of inspection of Paurashava and power of officer for inspection.	1. Existing rules was prepared based on provisions of Paurashava Ordinance, 1977. 2. There have been administrative changes in the methods of inspection and power of officials for inspection.	Section- 83 to 88 & Schedule-6	Paurashava (Inspection) Rules, 2002.	Revision/ Updating	Paurashava Inspection (power & process) Rules,..........	LGD
9	Establishment of Town-level Committee to exchange views with citizens of Paura area and its Terms of Reference.	1. There is no such rule prepared earlier; but it is a requirement of Paurashava Act, 2009. 2. Although there is an office order issued by LGD for operation of TLCC; but it does not match with the requirement of clause 115 of Paurashava Act, 2009.	Section- 115	-	-	Paurashava (Composition of Town-level Committee & TOR) Rules,...........	LGD
10	Code of conduct on relationship between elected representatives and officers & employees of Paurashava.	1. There is no such rule prepared earlier; but it is a requirement of Paurashava Act, 2009. 2. In absence of such rules, it is difficult to maintain good working relations between Paurashava elected representatives and Paurashava officials.	Section- 78 & Schedule-6	-	-	Paurashava Code of Conduct (Relationship between Elected Representatives and Officers & Employees) Rules,............	LGD

Sl. No.	Subject	Reasons why modification/addition is needed (Existing problem).	Relevant Section & Schedule of Act	Title of Existing Rules	Revision/ Updating/ Newly framed	Title of Proposed Revised/Updated/ New Rules	Responsible Authority
11	Privileges, duties and responsibilities of Female Councilors (reserve seat).	1. There is no such rule prepared earlier; but it is a requirement of Paurashava Act, 2009. 2. In absence of such rules, it is difficult for Female Councilors (reserve seat) for effective participation in Paurashava functions and decision making process.	Section- 7 with Section-12 & Schedule-6	-	-	Paurashava (Privileges, Duties & Responsibilities of Female Ward Councilors, elected in Reserve Seat) Rules,........	LGD
12	Terms and condition of service of Chief Executive Officer.	1. There is no such rule prepared earlier; but it is a requirement of Paurashava Act, 2009. 2. In absence of such rules, it is difficult for CEO to discharge his duties efficiently and effectively.	Section -74 & Schedule-6	-	-	Paurashava (Terms and Conditions of Service of Chief Executive Officer) Rules,.........	LGD
13	Establishment of division & section defining responsibility of different division and section.	1. There is no such regulation prepared earlier; but it is a requirement of Paurashava Act, 2009. 2. In absence of such regulations, it is difficult for the officials' in-charge of divisions and sections to function efficiently.	Section- 73 & Schedule-7	-	-	Paurashava (Establishment of Division & Section Defining their Responsibility) Sample Regulation, ...	Paurashava/ LGD
14	Calling meeting, Recording proceedings of the meeting &	1. There is no such regulation prepared earlier; but it is a requirement of Paurashava	Section- 63 Section-58(2)	-	-	Paurashava (Calling Meeting, Conducting Meeting, Taking	Paurashava/ LGD

Sl. No.	Subject	Reasons why modification/addition is needed (Existing problem).	Relevant Section & Schedule of Act	Title of Existing Rules	Revision/ Updating/ Newly framed	Title of Proposed Revised/Updated/ New Rules	Responsible Authority
	Implementation of meeting's decision	Act, 2009. 2. In absence of such regulations, it is difficult for the Mayor for conducting Parishad's meeting and implementation of meetings' decisions in efficient manner.	Section-58(3) Section- 69 & Schedule-7			Decision & Writing Meeting Minutes and Implementation of Decision) Sample Regulation, ...	
15	Operation and management of public market.	1. Existing bye-laws was prepared based on provisions of Paurashava Ordinance, 1977 which does not meet the requirement of the provisions of Paurashava Act, 2009. 2. Existing bye-laws covers only management of single and multistoried Paurashava owned market; but does not cover the Paurashavas kitchen markets (Bazars) management and also does not cover Paurashava's control over the privately owned single & multistoried super market and Bazars.	Section-50 and Schedule-2	Paurashava Public Market Model Bye-Laws, 2003.	New Bye-Laws required under provision of Paurashava Act, 2009.	Paurashava public Market Model Bye-Laws.......	LGD
16	Offences and punishment under Paurashava act, 2009	There is no such bye-law prepared earlier; but it is a requirement of Paurashava Act, 2009. (Dropped by LGD)	Section- 108 to Section-111 & Schedule- 4	-	-	Paurashava (Offences and Punishment Under Paurashava Act.) Model Bye-Laws, ...	LGD

Sl. No.	Subject	Reasons why modification/addition is needed (Existing problem).	Relevant Section & Schedule of Act	Title of Existing Rules	Revision/ Updating/ Newly framed	Title of Proposed Revised/Updated/ New Rules	Responsible Authority
17	Preparation, demonstration and execution of Citizen Charter of Paurashava.	There is no such guideline prepared earlier; but it is a requirement of Paurashava Act, 2009. It is also required to ensure transparent and efficient service delivery to the citizen.	Section-53	-	-	Guideline on Preparation, Demonstration and Execution of Paurashava Citizen Charter.	LGD
18	Custody, use and demonstration of files records, etc. of Paurashava functions in prescribed manner.	There is no such guideline prepared earlier; but it is a requirement of Paurashava Act, 2009. It is also required for efficient management of files and records	Section-61	-	-	Guideline on Custody, use and Demonstration of Files, Records, etc. in a Prescribed Manner.	LGD

Group 3 : Paurashava Administrative Management (Health, Environment and others)

Sl. No.	Subject	Reasons why modification/addition is needed (Existing problem).	Relevant Section & Schedule of Act	Title of Existing Rules	Revision/ Updating/ Newly framed	Title of Proposed Revised/Updated/ New Rules	Responsible Authority
19	Signing of Paurashava contract registration and execution procedure.	1. Existing rules was prepared based on provisions of Paurashava Ordinance, 1977 which does not cover the requirement of Public Procurement Act, 2006 and Public Procurement Rules, 2008 which is mandatory to be followed by Paurashavas	Section- 48	Paurashava (Contract) Rules, 2001.	New (based on PPR 2008)	Paurashava (Contract) Rules,...........	LGD
20	Property, manpower and liabilities of Union Parishad partly/fully included within Paurashava area.	1. Existing circular was prepared in English based on provisions of Paurashava Ordinance, 1977 which is needed to be developed in Bangla and to be updated based on current administrative system.	Section- 4 & 43	Circular on Property, Manpower and Liabilities of Union Parishad Partly/Fully included within Paurashava area.	Revision/ Updating based on Paurashava Act, 2009	Circular on Property, Manpower and Liabilities of Union Parishad Partly/Fully included within Paurashava area.	LGD
21	Paurashava water supply	1. Existing bye-laws was prepared based on provisions of Paurashava Ordinance, 1977 which does not match with present socio economic condition 2. Existing bye-laws also does not meet the requirement of National	Section-50 and Schedule-2	Paurashava Water Supply Model Bye-Laws, 1999	New model Bye-laws required under provision of Paurashava act, 2009	Paurashava Water Supply Model Bye-Laws, ...	LGD

Sl. No.	Subject	Reasons why modification/addition is needed (Existing problem).	Relevant Section & Schedule of Act	Title of Existing Rules	Revision/ Updating/ Newly framed	Title of Proposed Revised/Updated/ New Rules	Responsible Authority
		Cost Sharing Strategy for Water Supply & Sanitation in Bangladesh, 2012					
22	Approval of license and grant of permission, procedure of registration and inspection; license, approval, permission form and fees.	There is no such bye-law prepared earlier; but it is a requirement of Paurashava Act, 2009.	Section- 79, 80, 81, 82, 124 and Schedule-8	-	-	Paurashava (Registration, Approval & Inspection of Tutorial School, Coaching Centre, Private Hospital, etc.) Model Bye-Laws, ...	LGD
23	Inspection of land & household; disposal of waste By household owners; construction, maintenance and supervision of public & private toilets & urinals; information about roles & responsibilities of general people about health management and providing license of sweepers at private sector for the purpose of health management.	There is no such bye-law prepared earlier; but it is a requirement of Paurashava Act, 2009. It is also important for operation of public sanitation and solid waste management including ensuring supervision and control over privately owned toilets or household latrines and sweepers & cleaners of private sector.	Section-50 and Schedule-2 & 8	-	-	Paurashava (Inspection of Lands, Households and relevant structure for the Purpose of Health System Management) Model Bye-Laws, ...	LGD
24	Control, restrain and removal of illegal occupancy.	There is no such bye-law prepared earlier; but it is a requirement of Paurashava Act, 2009. (Dropped by LGD)	Section- 117 & Schedule-8	-	-	Paurashava (Control, Restrain & Removal of Illegal Occupancy) Model Bye-Laws, ...	LGD
25	Control of erection or re-creation of a building, inspection of a building and demolishing un-approved construction work; offences	There is no such bye-law prepared earlier; but it is a requirement of Paurashava Act, 2009. It is also important to restrain and	Section-50 and Schedule-2 & 8	-	-	Paurashava (Control and inspection of Erection & Re-erection) Model Bye-	LGD

Sl. No.	Subject	Reasons why modification/addition is needed (Existing problem).	Relevant Section & Schedule of Act	Title of Existing Rules	Revision/ Updating/ Newly framed	Title of Proposed Revised/Updated/ New Rules	Responsible Authority
	related to erection or re-erection; fees for erection or re-erection of buildings.	control unplanned development in Paurashava area.				Laws, ...	
26	Control on slaughtering animals at slaughterhouse; testing animals and meat respectively before and after slaughtering; destroy or dispose meat in other way if the same is found unfit for human to eat; prohibit, selling of meat other than the meat from slaughterhouse and destroy such meat or dispose using different means; control transportation of meat from slaughterhouse; inspection of unauthorized place of slaughtering and seize the animals and meat of such unauthorized place.	There is no such bye-law prepared earlier; but it is a requirement of Paurashava Act, 2009. It is also important to establish Paurashava's control over slaughtering animals here & there and to maintain quality of meat.	Section-50 and Schedule-2 & 8	-	-	Paurashava (Control on Slaughtering Animals and qualities of meat, inspection, Seize & Forfeit) Model Bye-Laws, ...	LGD

8.2 List of remaining 19 R&Rs other than 26 R&Rs mentioned above out of 45 identified in the workshop, held at LGD

Sl. No.	Sl. No. of original list	Subject	Relevant Section & Schedule of Act	Title of Existing R&Rs	Revision/ replacement / formulation	Title of Proposed Revision/ replacement/ formulation of R&Rs	Responsible Authority	Proposed Next step	Reasons for Proposed Next step	Work Volume (Days)
List of existing rules considered for revision/replacement										
1*[17]	24 (8)	Recruitment & discipline of Paurashava officers and employees.	Section- 73 & 77	Paurashava Employees Recruitment Rules, 1992.	Revision/ replacement	Paurashava Officers & Employees Recruitment Rules,...............	LGD	LGD may follow up for concurrence of M/o Public Administration	LGD has drafted this Rules and submitted to M/o Public Administration for concurrence	-
2	24 (13)	Birth and death registration.	Section- 50 & Schedule-2	Birth and Death Registration (Paurashava) Rules, 2006.	Revision/ replacement	Birth and Death Registration (Paurashava) (Amendment) Rules,.........	LGD	Should be dropped	This Rules has recently been published in the gazette	
3*[18]	24 (14)	Paurashava organizational structure (Organogram)	Section- 10, 72, 73 & 74	Organogram for A, B &C Category Paurashava.	Revision/ replacement	Category wise Paurashava Organogram (Preparation & Approval Rules,.........	LGD	LGD may follow up for concurrence of M/o Public Administration	LGD has drafted this Rules and submitted to M/o Public Administration for concurrence	-

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[17] *Rules under serial no. 1 is under review of the Ministry of Public Administration*

[18] *Rules under serial no. 3 is under review of the Ministry of Public Administration*

Sl. No.	Sl. No. of original list	Subject	Relevant Section & Schedule of Act	Title of Existing R&Rs	Revision/ replacement / formulation	Title of Proposed Revision/ replacement/ formulation of R&Rs	Responsible Authority	Proposed Next step	Reasons for Proposed Next step	Work Volume (Days)
List of New Rules to be formulated										
4	10	Registration of contractors; fees to be charged for such registration; security deposit to be made by contactors and conditions for forfeiture of such deposit.	Section-124, Schedule-3 & Schedule-6	N/A	Formulation	Paurashava Contractor Registration (Fees, Security Deposit & its forfeiture) Rules,...........	LGD	This subject may be dropped from the list	This is not important as the Paurashavas are following PPA, 2006 & PPR, 2008 with respect to selection & engagement of contractor and other issues related to procurement of works, goods and services.	
5	24 (5)	Determination of rights and responsibilities of Mayor and Councilors.	Section- 37	N/A	Formulation	Paurashava (Fixing Mayor's and Councilors' Rights and Responsibilities) Rules,..........	LGD	This subject may be dropped from the list	Requirement of this Rules is already covered by the Rules on Special Facilities, Responsibilities & Functions of Mayor & Councilors, 2010.	
6	24 (7)	Coordinated development through involvement of citizens of Paura area.	Section- 59	N/A	Formulation	Paurashava Coordinated Development through Citizens' involvement (Process and Procedure) Rules,...........	LGD	A new Rules should be framed	This Rules can provide opportunity to ensure coordination among Paurashava and other service providing agencies working within Paurashava area	10+4 (field study) Work days

Sl. No.	Sl. No. of original list	Subject	Relevant Section & Schedule of Act	Title of Existing R&Rs	Revision/ replacement / formulation	Title of Proposed Revision/ replacement/ formulation of R&Rs	Responsible Authority	Proposed Next step	Reasons for Proposed Next step	Work Volume (Days)
List of New Bye-Laws to be formulated										
7	2	Arrangement of the public and private fairs and festivals; providing license for stalls and places for shows and amusements in such kind of fair and license for private fairs.	Section- 98 and Schedule-8	N/A	Formulation	Paurashava (Organizing Public and Private Fair & Festivals) Model Bye-Laws, ...	*LGD	A Sample Bye-Laws should be framed combining these 2 subjects	This 2 subjects are very similar in nature and also important for increasing facilities of recreation, amusements and cultural activities of the citizens	26 +4 (field study) Work days.
8	3	Increasing the facilities of recreation, amusements and cultural programs for general people; providing license of places and courtyards for such recreation, amusements & cultural programs; and controlling behaviors of the people of such place of recreation and amusement.	Section- 98 and Schedule-8	N/A	Formulation	Paurashava (Facilities and control on public and private fairs, amusements and cultural functions) Sample Bye-Laws, ...	*LGD			
9	6	Control of harmful trades and stoking & preserving objectionable and dangerous products.	Section-50 and Schedule-2 & 8	N/A	Formulation	Paurashava (Control of harmful trades, Stoking & Preserving Dangerous & Objectionable Products) Model Bye-	*LGD	A Sample Bye-Laws should be framed	This Bye-Law can regulate harmful trades and prevent stoking and selling of objectionable products including	15+4 (field study) Work days

Sl. No.	Sl. No. of original list	Subject	Relevant Section & Schedule of Act	Title of Existing R&Rs	Revision/ replacement / formulation	Title of Proposed Revision/ replacement/ formulation of R&Rs	Responsible Authority	Proposed Next step	Reasons for Proposed Next step	Work Volume (Days)
						Laws, ...			drugs, etc.	
10	7	Control, restrain and removal of illegal occupancy.	Section-117 & Schedule-8	N/A	Formulation	Paurashava (Control, Restrain & Removal of Illegal Occupancy) Model Bye-Laws, ...	*LGD	A Sample Bye-Laws should be framed	This Bye-Law can regulate, restrain and remove illegal occupancy on the Paurashava land, property and infrastructure, which frequently occur.	11+4 (field study) Work days
11	17 (2)	Offences and punishment under Paurashava act, 2009	Section-108 to Section-111 & Schedule-4	N/A	Formulation	Paurashava (Offences and Punishment Under Paurashava Act.) Model Bye-Laws, ...	*LGD	A Sample Bye-Laws should be framed	This Bye-Law can be helpful to reduce offences committed by the citizen every now and then	21+4 (field study) work days
List of new regulations to be formulated										
12	1	Conducting Paurashava functions	Section- 50 with Schedule-2 & Schedule-7	N/A	Formulation	Paurashava (Implementation, Operation & Control of Paurashava functions) Sample Regulation, ...	Paurashava/ *LGD	Sample regulations (at least 5 sector) on different Paurashava functions (schedule-2) may be framed	There are 64 functions under 12 sector described in schedule-2 and there should be minimum 1 regulation to address each sector	30 +10 (field study) Work days

Sl. No.	**Sl. No. of original list**	**Subject**	**Relevant Section & Schedule of Act**	**Title of Existing R&Rs**	**Revision/ replacement / formulation**	**Title of Proposed Revision/ replacement/ formulation of R&Rs**	**Responsible Authority**	**Proposed Next step**	**Reasons for Proposed Next step**	**Work Volume (Days)**
13	8	Formation of sub-committee and joint committee.	Section-106 & Schedule-7	N/A	Formulation	Paurashava (Establishment of sub-committee and Joint committee) Sample Regulation, ...	Paurashava/ *LGD	This should be dropped from this list	Joint committee among Paurashavas and with other local government body should be governed by rules/standing order of the government (See Section-119)	
14	12	Authorization of power to Mayor and Councilors from Paurashava Parishad.	Section- 62 & Schedule-7	N/A	Formulation	Paurashava (Authorization of power to Mayor and Councilors from Paura Parishad) Sample Regulation, ...	Paurashava/ *LGD	A sample regulation should be framed combining these 2 subjects	This 2 subjects are very similar in nature and related with authorization of power and transfer of authority from the Parshad, and as well as, from the Mayor	12+4 (field study) Work days
15	13	Transfer of authority of Mayor to any officer of Paurashava.	Section- 62 & Schedule-7	N/A	Formulation	Paurashava (Transfer of Authority of Mayor to any Officer) Sample Regulation, ...	Paurashava/*LGD			
List of new Circular/Guideline/Handbook to be prepared/formulated										
16	4	Forms and procedures related to preparation of annual report of Paurashava.	Section-52	N/A	Formulation	Guideline on Preparation of Annual Report of Paurashava.	LGD	A Guideline on Preparation of Annual Report of Paurashava should be prepared.	The Guideline can help all Paurashavas to prepare & publish their annual report using unique forms and procedure, which is a mandatory requirement of Paurashava Act. 2009	10+4 (field study) Work Days

Sl. No.	Sl. No. of original list	Subject	Relevant Section & Schedule of Act	Title of Existing R&Rs	Revision/ replacement / formulation	Title of Proposed Revision/ replacement/ formulation of R&Rs	Responsible Authority	Proposed Next step	Reasons for Proposed Next step	Work Volume (Days)
17	10	Financing, implementation, operation and maintenance under partnership contract agreement with government or private organization.	Section-95 - 97	N/A	Formulation	Circular on Partnership Agreement with Government or Private Organization for Financing, Implementation, Operation and Maintenance.	LGD	A Circular on Partnership Agreement with Government or Private Organization for Financing, Implementation, Operation and Maintenance can be useful.	There are activities of Paurashava (water supply, Drainage, Sanitation, Waste Management, etc.) related with environment can be better performed through partnership with Government or Private organization e	10+4 (field study) Work Days
18	11	Rights to obtain information related to Paurashava.	Section-112	N/A	Formulation	Circular on the Rights to obtain Information Related to Paurashava.	LGD	This may be dropped from the list	Citizen charter covers the portion related to Paurashava services. Others are covered under The Right to Information Act, 2009	
19	12	a) Establishment and control of relationship between Paurashavas and local councils and other local authorities; b) Co-ordination among functions of Paurashava and Government Department; c) Payment to	Section-119	N/A	Formulation	Guideline on Relationship Between a Paurashava and Another Paurashava and Other Local Government Including Control, Co-ordination, Financial Support, etc. Among Them.	LGD	This subject may be dropped from the list	This is not important as the Government can address these subjects by issuing office order, time to time	

Sl. No.	Sl. No. of original list	Subject	Relevant Section & Schedule of Act	Title of Existing R&Rs	Revision/ replacement / formulation	Title of Proposed Revision/ replacement/ formulation of R&Rs	Responsible Authority	Proposed Next step	Reasons for Proposed Next step	Work Volume (Days)
		Paurashava including financial support; d) Contribution/ subscription by one Paurashava to another Paurashava or any other local Government authorities; and e) Standing order of the Government related to general guidance to Paurashava to fulfill the requirement of this Act.								