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

People's Republic of Bangladesh

Upazila Integrated Capacity Development Project (UICDP)

Project Completion Report

December 2022

Japan International Cooperation Agency (JICA)

IC Net Limited

Koei Research & Consulting Inc.
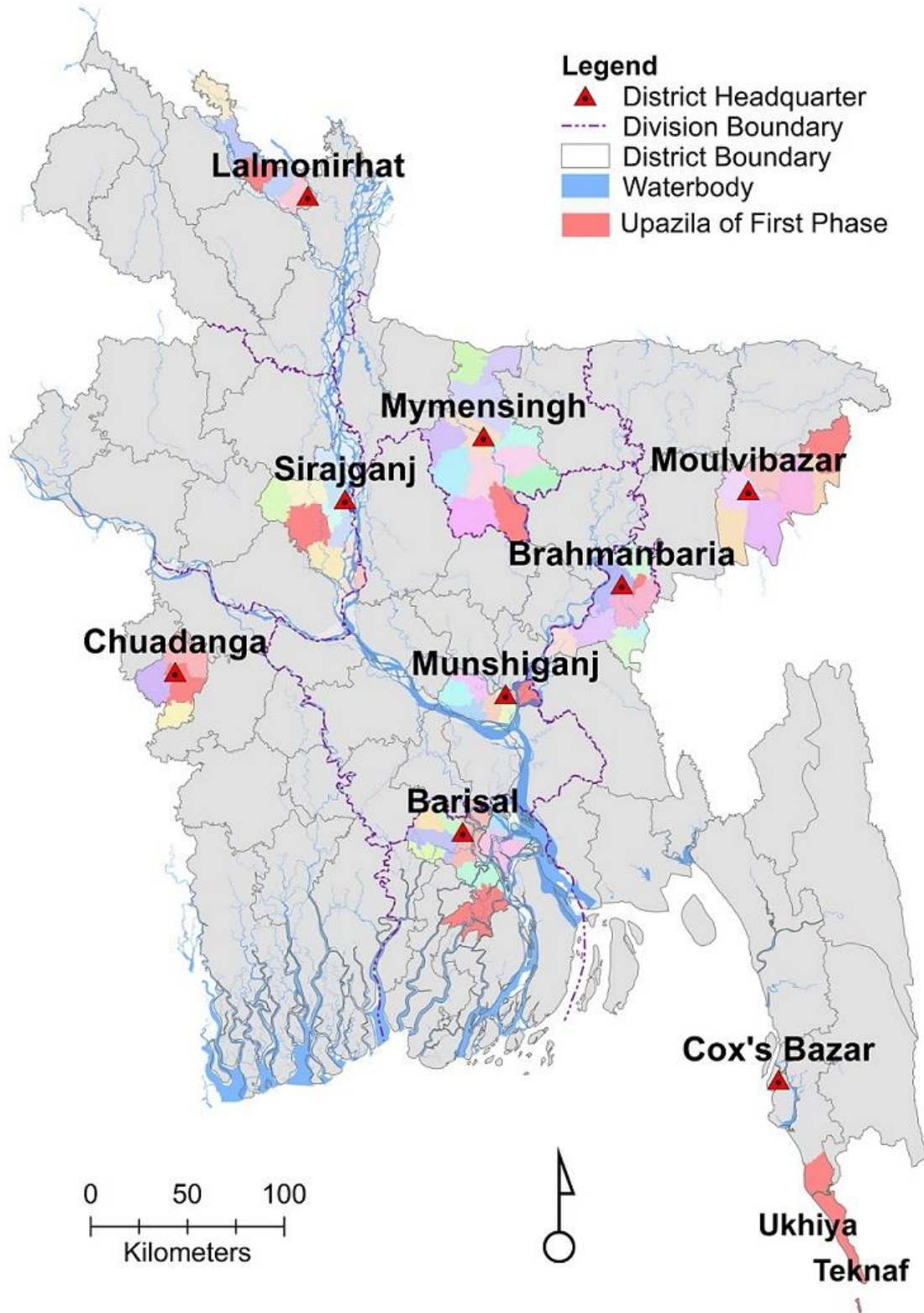
BD
JR
22-011

Exchange Rate

The currency exchange rates used in the project are:

BGT 1.00 = JPY 1.364330
USD 1.00 = JPY 138.482000
(December 2022)

The above rates are based on the monthly exchange rates of JICA.
(https://www.jica.go.jp/announce/manual/form/consul_g/ku57pq00000kzv7m-att/rate_2022.pdf)

Project Site

Legend
▲ District Headquarter
‒‒‒ Division Boundary
☐ District Boundary
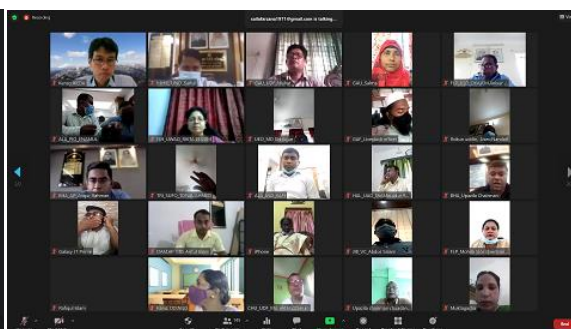▨ Waterbody
▨ Upazila of First Phase

Photos

Strategy Implementation Committee
3rd Meeting

Review Workshop at the District level

Project Implementation Committee
2nd Meeting (Online)

Training on Upazila Development Planning
(online)

Training of Trainers (TOT) for
Government Training Institutes

Project Wrap-up Seminar and International
Seminar on Local Government System

Abbreviations and Acronyms

AP	Annual Development Plan
BARD	Bangladesh Academy for Rural Development
BIAM	Bangladesh Institute of Administration and Management
BPATC	Bangladesh Public Administration Training Centre
BCS	Bangladesh Civil Service
BCSAA	Bangladesh Civil Service Administration Academy
CA	Confidential Assistant
COVID-19	Coronavirus Disease 2019
DDLG	Deputy Director, Local Government
DG	Director General
DPD	Deputy Project Director
DPHE	Department of Public Health Engineering
DRT	District Resource Team
DV	Domestic Violence
EALG	Efficient and Accountable Local Government
EOI	Expression of Interest
FYP	Five-Year Plan
GBV	Gender-Based Violence
ICT	Information and Communication Technology
ISCG	Inter-Sector Coordination Group
JCC	Joint Coordination Committee
JICA	Japan International Cooperation Agency
LGI	Local Government Institutes
LGD	Local Government Division
LGED	Local Government Engineering Department
LGSP	Local Governance Support Project
MIE	Monitoring, Inspection and Evaluation
MIS	Management Information System
NILG	National Institute of Local Government

NPD	National Project Director
PA	Performance Assessment
PA6	6th Performance Assessment
PD	Project Director
PDM	Project Design Matrix
PMU	Project Management Unit
PSC	Project Steering Committee
RDA	Rural Development Academy
SBL	Skywater Bangladesh Limited
SDGs	Sustainable Development Goals
SIC	Strategy Implementation Committee
SID	Strategy Implementation Desk
TAPP	Technical Assistance Project Proposal
TGP	Technical Group for Planning
TLD	Transferred Line Department
TOR	Terms of Reference
TOT	Training of Trainers
UDCC	Union Development Coordination Committee
UDF	Upazila Development Facilitator
UGDP	Upazila Governance and Development Project
UICDP	Upazila Integrated Development Project
UNDP	United Nations Development Program
UNO	Upazila Nirbahi Officer
UZGP	Upazila Governance Project
WC	Working Committee
WG	Working Group

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Appendix 6: LGD Circular regarding the preparing of Upazila Annual Development Plan

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Separate Volumes

Volume 1	Mid- and Long-Term Strategy for Upazila Parishad Governance Improvement
Volume 2	Guidelines for Upazila Integrated Development Planning
Volume 3	Manual for Upazila Integrated Development Planning
Volume 4	Guidelines for Upazila Performance Monitoring
Volume 5	Report on the Impact of COVID-19 on Women and Girls in the Host Communities of Teknaf and Ukhiya and Recommendations for Combatting Gender-Based Violence (GBV)
Volume 6	Report on the Construction of Skywater Harvesting Facilities
Volume 7	Mid- and Long-Term Training Plan for Upazila Parishad Functionaries (2020-2030)
Volume 8	Training Materials (Bengali and English, electronic data)

1 Project Overview

1.1 Background

Bangladesh has a three-tier rural local government system: Zila (District), Upazila (sub-District), and Union Parishad. The local government system in the urban area consists of Paurashavas and City Corporations. In addition, the Hill Tracts Regional Councils and Hill District Councils are installed in parallel with the local government system in the Chittagong Hill Tracts in the eastern part of Bangladesh.
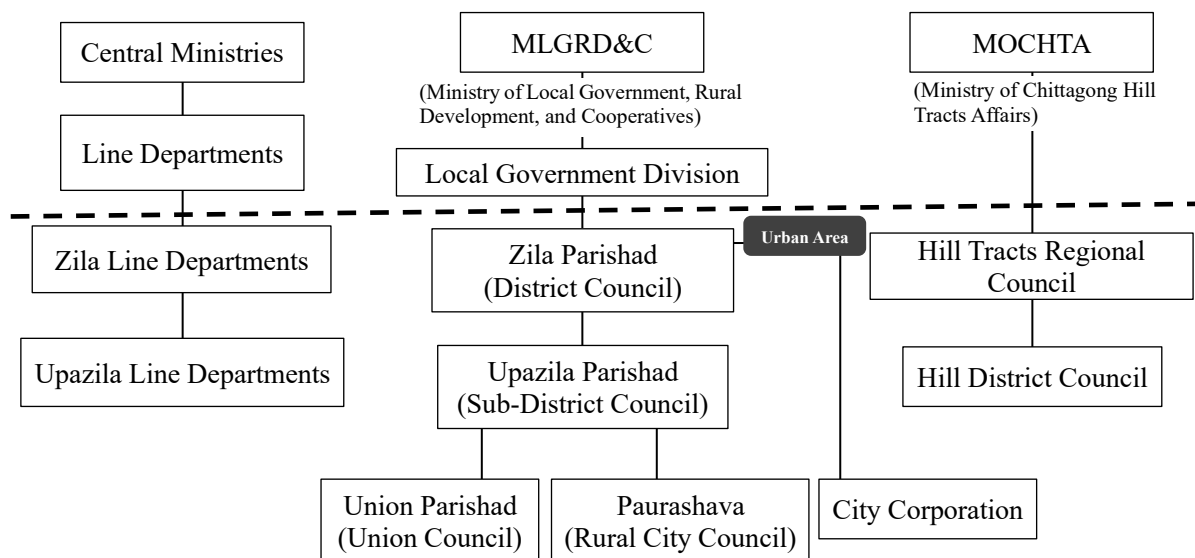
Figure 1-1 Local Government System in Bangladesh

The branch offices of the 24 line departments are in the Upazila Complex and deliver public services to residents directly. Of the 24 line departments 17 were transferred to the Upazila Parishad under the Upazila Parishad Act 1988, and a system to deliver comprehensive public services to residents was established.

However, the intended improvement in public service delivery has not been achieved primarily because the transfer of line departments to the Upazila Parishad has not yet been fully materialized. In addition, the shortage of manpower and capacity of Upazila staff members and the lack of coordination and collaboration between the Upazila Parishad and line departments have also been persistent. Priority should be given to the capacity development of staff members of Upazila Parishad and to the improvement of coordination among relevant stakeholders.

Since the latter half of the 1980s, the Government of Japan (GOJ) has supported the improvement of local governments and rural development in Bangladesh. The Government of Bangladesh (GOB) requested the GOJ to help improve the local government at the Upazila level considering the efforts over the years, and subsequently, the Record of Discussion (R/D) on the project was signed between the Japan International Cooperation Agency (JICA) and the GOB in July 2017.

1.2 Overview of the Project

(1) Overview of the Project
Table 1-1 shows an overview of UICDP. The Project Design Matrix (PDM) is enclosed as Appendix 1.

Table 1-1 Overview of UICDP

Project Name	Upazila Integrated Capacity Development Project (UICDP)
Overall Goal	Promoting development works and public service delivery, based on the regional characteristics, through strengthened capacity of Upazila Parishad.
Project Purpose	To establish a framework to improve "comprehensive coordination capacity" of Upazila Parishad
Output	1) Mid-term strategy for Upazila Parishad Governance Improvement is developed and its implementation mechanism and monitoring system is established. 2) Model for Upazila Integrated Development Plan and related guidelines are developed. 3) Capacity of NILG and related institutions to implement trainings for Upazila Parishad stakeholders is strengthened.
Main Activities	1-1) Review existing legal framework and documents (e.g. Acts, regulations, guidelines etc.) and other Upazila related project activities to analyze institutional / policy environment and identify issues. 1-2) Form a working committee to develop mid-long term strategy for Upazila Parishad Governance Improvement. 1-3) Develop long-mid term strategy for Upazila Parishad Governance Improvement. 1-4) Identify actions to be taken based on the strategy. 1-5) Implement actions based on 1-1 to 1-4. 1-6) Conduct periodical monitoring on the strategy implementation after approval. 2-1) Select Upazila based on the results of governance performance survey conducted by UGDP and other supplementary studies. 2-2) Review current process and practices of preparing, implementing and monitoring Upazila development plans as well as similar efforts by other development partners. 2-3) Develop a set of manuals (draft) and formats (draft) for Upazila Integrated Development Plan (5-year and annual) including already transferred 17 line departments. 2-4) Collect information on development projects implemented by 17 line departments in the pilot Upazila. 2-5) Collect information on Union and Pourashava development plan (5-year and annual). 2-6) Compile Union and Pourashava development plans into area-based and sector-based categories through Upazila Committees and Upazila Monthly Committee meetings. 2-7) Develop Upazila Integrated Development Plan in pilot Upazila based and obtain approval in Upazila Monthly meetings. 2-8) Review implementation of the Upazila Integrated Development Plan and finalize the set of manuals and formats, all of which will be compiled as guidelines for Upazila Integrated Development Plan. 2-9) Monitor and review progresses formulating Upazila Integrated Development Plan in expanded pilot Upazila. 2-10) Fine tune and finalize the guidelines of Upazila Integrated Development Plan based on the activities of 2-8 and 2-9. 2-11) Fine tune and finalize the set of manuals and formats on formulation of Upazila Integrated Development Plan. 2-12) Identify good practices of the implementation of Upazila Integrated Development Plan in pilot Upazila and disseminate through social media, workshops, exchange visits etc. 3-1) Review existing capacity development framework on Upazila stakeholders (e.g. training plan, curriculum) and identify issues. Training Needs Assessment should be conducted. 3-2) Develop mid-long term training plan for capacity development of Upazila Parishad stakeholders. 3-3) Develop training materials and manuals. Prepare manuals and modules – sector-based development plan is needed for guidelines to prepare Upazila Integrated Development Plan. 3-5) Conduct Training of Trainers (TOT) and on-the-job training (OJT) for NILG including Upazila Resource Team (URT) and related institution officials, and implement training for pilot Upazila. 3-6) Conduct training follow-up survey for pilot Upazila to assess training impact. 3-7) Update and finalize training materials and manuals.

	3-8)	Incorporate training materials and manuals into training courses for Upazila stakeholders nation-wide, to be contacted by NILG and UGDP.
	3-9)	Implement trainings for extended pilot Upazila Parishads using training materials and manuals finalized in 3-7. Documentation center/publication section of NILG will disseminate
	3-10)	Update Mid- and Long-term Training Plan for Upazila Parishad Functionaries (2020-2030) if necessary, to support NILG.

Figure 1-2 shows the basic framework of the UICDP, indicating the linkages among the outputs and their relationship with the project purpose.
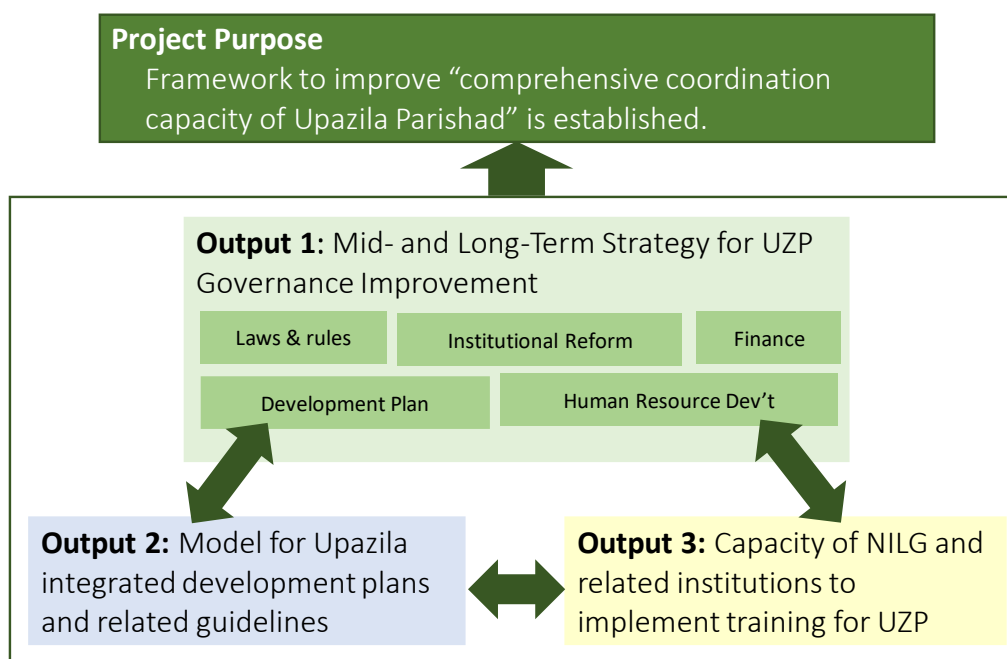
Figure 1-2 Basic Framework of UICDP

The Project Purpose is to establish a framework to improve the "comprehensive coordination capacity" of Upazila Parishads. Three (3) outputs are set to accomplish the Project Purpose.

Regarding Output 1, "Mid- and Long-Term Strategy for Upazila Parishad Governance Improvement" (hereinafter "Mid- and Long-Term Strategy") for indicating the overall direction of enhancing "comprehensive coordination capacity" was established in Phase 1. Thereafter, the Strategy Implementation Committee was organized, and the implementation of the strategy was monitored in Phase 2.

Output 2 supports the formulation of Upazila Integrated Development Plans and the enhancement of coordination capacity of Upazila Parishads, both of which are part of the Mid- and Long-Term Strategy. Ten pilot Upazila Parishads were selected and supported for the formulation of the Upazila Integrated Development Plans in Phase 1. Thereafter, this support was extended to 65 pilot Upazila Parishads in Phase 2.

Regarding Output 3, the Mid- and Long-Term Training Plan for Upazila Parishad Functionaries (2020–2030) (hereinafter "Mid- and Long-Term Training Plan") to enhance the capacity of Upazila stakeholders as a basis for Output 1 and Output 2 was formulated, and the capacity development programs for the faculty members of the NILG were implemented in Phase 1. In Phase 2, a working group comprising the faculty members of the NILG was organized and supported to monitor the

formulated training plan.

UICDP expects that, after the completion of the project, Upazila Parishads will become capable of implementing development activities and delivering public services considering the respective local circumstances under the supervision of the Local Government Division (LGD).

(2) Project Period

The project period was five (5) years from September 2017 to August 2022, and was divided into two (2) phases: Phase 1 covered the first three (3) years, and Phase 2 covered the remaining two (2) years. Although Phase 1 was to be completed in June 2020, it was postponed to August 2020 owing to the outbreak of the coronavirus disease 2019 (COVID-19) that influenced the project, and its activities have stagnated since March 2020. The period of Phase 2 was extended by four months to account for the delay in activities caused by COVID-19 and subsequently it was completed in December 2022.

Table 1-2 presents the main activities of each phase.

Table 1-2 Implementation Process of UICDP

Phase	Objective and Activities
Phase 1: Sep 2017-Aug 2020	**Objective**: Establish a model to improve the "comprehensive coordination capacity of Upazila Parishad" in pilot Upazilas **Key Activities**: • Develop the Mid- and Long-Term Strategy • Develop the draft Guidelines for Upazila Integrated Development Planning and implement them • Develop the Mid- and Long-Term Training Plan
Phase 2: Sep 2020 - Dec 2022	**Objective**: Disseminate the model to improve "comprehensive coordination capacity of Upazila Parishad" in the extended pilot Upazilas **Key Activities**: • Implement the above Strategy and monitor its progress • Finalize the above guidelines, and scale up to the extended pilot Upazilas • Implement the Mid- and Long-Term Training Plan and monitor the progress of implementation

(3) Project Stakeholders

1) Counterpart Agency

Here are the counterpart agencies of UICDP.
- Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives (MLGRD&C)
- National Institute of Local Government (NILG)

2) Pilot Upazilas

One (1) pilot Upazila was selected from each Division, and the project began its activities with the selected eight (8) pilot Upazilas. At the first Joint Coordination Committee (JCC) Meeting in August 2018, two (2) Upazilas, Ukhiya and Teknaf Upazilas, were added to receive support because of the influx of Rohingya refugees. In Phase 1, the project implemented pilot activities in 10 pilot Upazilas.

In Phase 2, the pilot activities were implemented in the 65 Upazilas of the Zilas (Districts) where the original pilot Upazilas selected in Phase 1 were located. Table 1-3 presents the outline of the 65 pilot Upazilas in Phase 2.

Table 1-3 Pilot Upazilas in Phase 1 and Phase 2

Division	Pilot Zila (District)	Phase 1	Phase 2
Barishal	Barishal	Bakerganj	All 10 Upazilas within District
Chattogram	Brahmanbaria	Bijoynagar	All 9 Upazilas within District
Dhaka	Munshiganj	Gajaria	All 6 Upazilas within District
Khulna	Chuadanga	Chuadanga Sadar	All 4 Upazilas within District
Mymensingh	Mymensingh	Gaffargaon	All 13 Upazilas within District
Rajshahi	Sirajganj	Ullapara	All 9 Upazilas within District
Rangpur	Lalmonirhat	Kaliganj	All 5 Upazilas within District
Sylhet	Moulvibazar	Baralekha	All 7 Upazilas within District
Chattogram	Cox's Bazar	Ukhiya / Teknaf	Ukhiya / Teknaf
Total		**10**	**65**

2   Project Activities

2.1 Overall Activities

As there are three (3) outputs in the UICDP, this section describes major activities as per the outputs. Although some delays in LGD's approval on the three (3) policy documents were observed due to COVID-19, all the activities were conducted almost as planned. In addition, in Phase 2, the project plan was revised to increase the sustainability and upscale the project outputs, by increase in the number of pilot Upazilas, incorporation of Upazila development planning training developed by the UICDP into the regular training program provided by government training institutes, and the development of online Upazila performance monitoring system.

Figure 2-1 presents a glance of the workflow of UICDP. The complete workflow is enclosed in Appendix 2. The Detailed Implementation Plan is enclosed in Appendix 3, and the Assignment Periods of Japanese Experts are enclosed in Appendix 4.
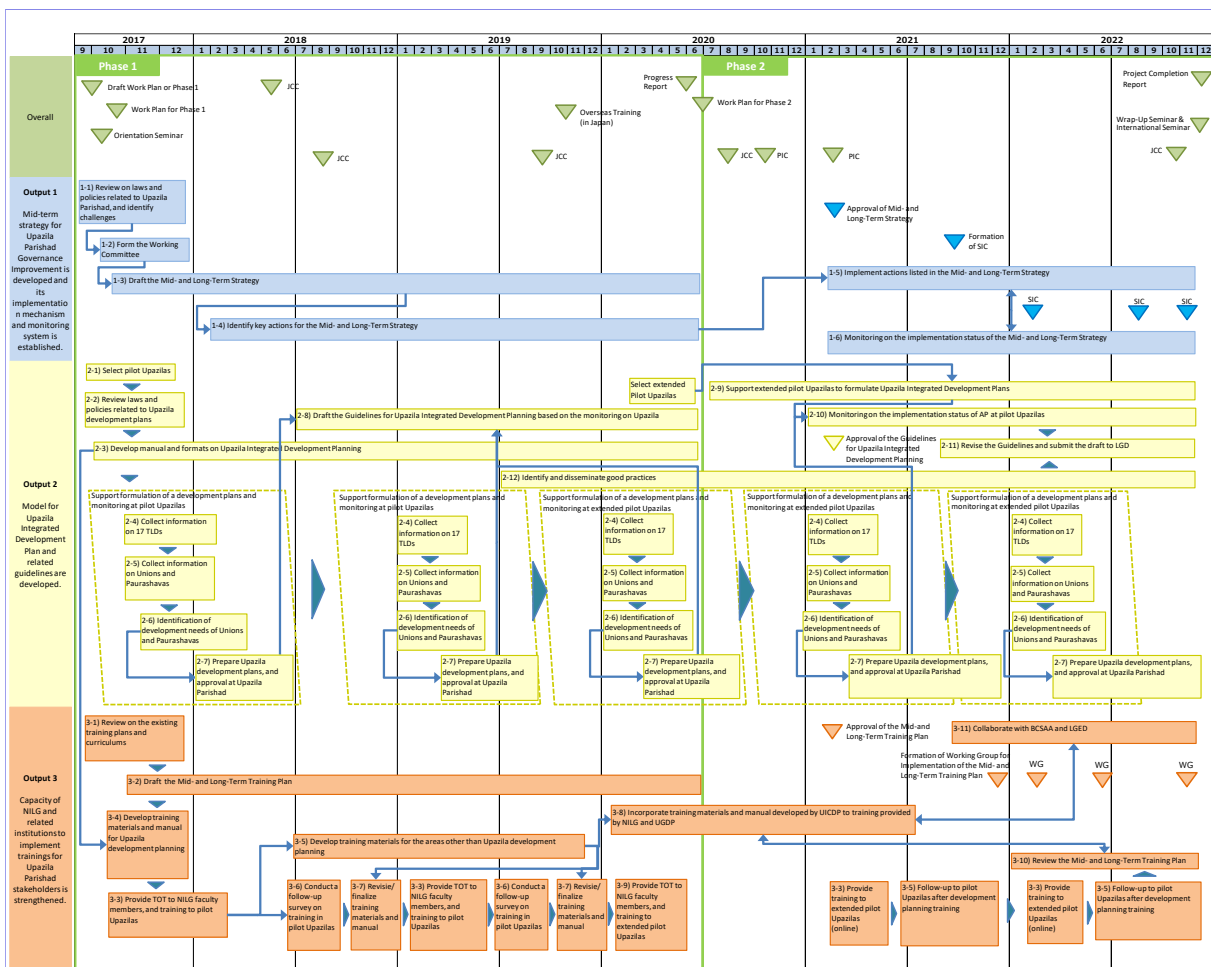
Figure 2-1 Workflow of UICDP

2.2 Project Activities

2.2.1 Activities for Output 1 (Mid- and Long-Term Strategy)

(1) Support to Formation and Operation of Strategy Implementation Committee
The Mid- and Long-Term Strategy for Upazila Parishad Governance Improvement (hereinafter the "Mid- and Long-Term Strategy") was drafted during Phase 1, and officially approved by the Local Government Division (LGD) in February 2021. Thereafter, minor revisions and updates were made. The LGD circulated the Mid- and Long-term Strategy to the concerned ministries and departments, Upazila Parishads, and other stakeholders on 16 August 2021 (Memo No. 46. 045. 015. 00. 00. 02.2018-459). The circular is enclosed in Appendix 5, and the Mid- and Long-Term Strategy is attached as Separate Volume 1.

Section 3.1 of the Mid- and Long-Term Strategy stipulates that the Strategy Implementation Committee (SIC) and Strategy Implementation Desk (SID) be established to monitor the implementation status of the strategy. As per this section, the LGD approved the establishment of the SIC and SID in September 2021.

Table 2-1 presents the composition of the SIC.

Table 2-1 Structure of Working Committee for Mid- and Long-Term Strategy

Chairman	• Additional Secretary, Administration, LGD
Member	• Additional/Joint Secretary (Upazila), LGD
	• Deputy/Senior Assistant Secretary (Upazila-1), LGD
	• Project Directors of Upazila-related Projects
	• Representative, General Economic Division, Planning Commission
	• Representative, Monitoring, Inspection and Evaluation (MIE) Wing, LGD
	• Representative, Cabinet Division
	• Project Director, Upazila Governance and Development Project
	• Representative, Local Government Engineering Department (LGED)
	• Representative, Department of Public Health and Engineering (DPHE)
	• Representative, National Institute of Local Government/ Deputy Project Director (NILG)
	• Representatives of UNDP, JICA and other Development Partners
Member Secretary	• Deputy/Senior Assistant Secretary (Upazila-2), LGD

* Other members can be co-opted if needed.

The SID serves as the secretariat of the SIC and supports it to monitor the implementation status of the Strategic Components. The SID was established within the Upazila-2 Section of LGD, and the Deputy Secretary (Upazila-2) has served as the SID. This setup enables SIC and SID to operate as the official mechanism of LGD and not as project-based activities.

Three (3) SIC meetings were organized during Phase 2. Prior to the meetings, the UICDP has prepared the meeting material by checking the progress of the Strategic Components and in consultation with the Deputy Secretary (Upazila-2). In the second SIC meeting, it was decided to increase the frequency of meetings from every six-months to every three months.

The main topics of respective meetings are presented in Table 2-2.

Table 2-2 Main Topics of SIC Meetings

Meeting	Date	Outline
1st Meeting * Online meeting	7 Feb 2022	• Approved the monitoring framework of the Strategic Components of the Mid- and Long-Term Strategy. • Reported the progress of the Strategic Components. It was reported that, out of 66 actions, 22 (33.3%) were implemented, 18 (27.3%) were partially implemented, and 26 (39.4%) were not implemented. • Approved the Action Plan for FY 2021/22. Decided that the progress of the Action Plan will be reported at the second SIC meeting.
2nd Meeting * In-person meeting	25 Aug 2022	• Reported the progress of the Strategic Components of the Mid- and Long-Term Strategy. Out of 66 actions, 24 (36.4%) were implemented, 19 (28.8%) were partially implemented, and 23 (34.8%) were not implemented. • Approved the Action Plan for FY 2022/23. • Decided that the SIC meeting will be held quarterly.
3rd Meeting * In-person meeting	28 Nov 2022	• Reported the progress of the Strategic Components of the Mid- and Long-Term Strategy. Out of 66 actions, 24 (36.4%) were implemented, 20 (30.3%) were partially implemented, and 22 (33.3%) were not implemented. • Reported that the support to SIC and SID will be handed over to the Upazila Governance and Development Project (UGDP).

For the sustainable operation of the SIC, support to the SIC was handed over to the UGDP, which is also implemented by the LGD, after the completion of the UICDP. This was agreed upon by the Project Directors of the UGDP and UICDP on 9 June 2022, and endorsed by the Project Steering Committee (PSC) of the UGDP on 21 June 2022. This was also endorsed by the 4th meeting of the Joint Coordination Committee (JCC) of the UICDP held on 13 October 2022. To ensure this handover, the UICDP has prepared for the 2nd and 3rd meetings of the SIC in collaboration with the UGDP.

(2) Strategy Implementation Desk
The Mid- and Long-Term Strategy stipulated that the SID is established within the Upazila-2 Section of the LGD. The Deputy Secretary (Upazila-2) was appointed as the officer in charge of the SID.

The major function of the SID is to support the SIC in organizing meetings and monitoring the progress of the Strategic Components of the Mid- and Long-Term Strategy. The UICDP extended support to the SID so that the SID could perform its functions appropriately by supporting the arrangement of the meetings, preparation of meeting material, and monitoring on the progress of the Strategic Components.

As mentioned in the previous section, support to the SID was also handed over to the UGDP after the completion of the UICDP. The decision-making bodies of both the UGDP and UICDP agreed with this handover arrangement.

(3) Rules, Guidelines, and Other Legal Instruments Related to Upazila Parishad
The Mid- and Long-Term Strategy, in its Section 2.3.1 (2), presents the strategic action: "identify the important provisions of Upazila Parishad Act where rules and legal instruments are necessary." This is one of the key actions to be implemented immediately because some rules and guidelines have not yet been formulated although the Upazila Parishad Act requires them to be formulated.

Professor Mobasser Monem of the Department of Public Administration, Dhaka University, implemented this action. He identified the necessary rules, guidelines, and legal and policy actions that LGD needs to undertake. The results were reported to the SIC at the first meeting. Table 2-3 presents an overview of these rules and guidelines. In the near future, LGD will need to take the necessary actions to formulate them.

Table 2-3 Rules and Guidelines that Need to be Formulated

Issue	Current Status and Required Action
1. Development Planning Guidelines	• LGD has prepared and approved the Guidelines for Upazila Integrated Development Planning in 2021. • LGD disseminated the guidelines to all Upazilas in the country.
2. Operation of Upazila Committees	• LGD has recently prepared the terms of reference (TOR) of Upazila Committees with support of EALG. • At the same time, it is important to make an assessment of the reasons why Upazila Committees have not been made operational lawfully. • As stated in the Strategy, it is also crucial to review the effectiveness of the current Upazila Committee system.
3. Transfer of line departments to Upazila Parishads	• LGD needs to review the situation and identify the structural and institutional factors creating the bottleneck of the transfer of line departments. • Based on the review above, LGD needs to prepare detailed guidance on the transferred subjects and provide clear instructions as to the nature of relationship between the TLDs and the Upazila Parishad.
4. Guidance on Annual Financial Statement	• LGD needs to prepare rules, guidelines or other legal instruments for the preparation of annual financial statement of Upazila Parishad. • As the first step, LGD, with support from UGDP, has already developed a standard format for the annual financial statement.
5. Special budget meeting/General budget session	• Based on this legal provision, LGD needs to provide clear directives to the Upazila Parishads to hold this general budget session prior to the final approval of their budget. • LGD may issue a circular to allow Upazila Parishad to hold the "general budget and development plan meeting" at the Upazila level where both the draft budget and plan will be discussed and reviewed in the same meeting.
6. Simplification of Upazila Project Proposal (UPP) format	• LGD needs to review and revise the existing UPP format so that all Upazila Parishad can properly prepare the format. • For example, the following items can be reviewed or revised in particular: 1) simplification of "Item-wise Expenditure" (No. 6); 2) simplification of "Maintenance System" (No. 13); and 3) deletion of items that require highly technical assessment that is not necessary at the Upazila level.
7. Annual Performance Report (APR) of the transferred line department officials	• LGD needs to review the reasons why this APR system is not functioning. • Based on the review, LGD, in consultation with the high-powered committee led by the Cabinet Division, should give detailed guidelines to ensure the effective functioning of this APR system.
8. Guidance on revenue sources of Upazila Parishad	• LGD needs to prepare the rules or guidelines to clarify the rate of taxes, procedures for collecting such taxes, tax/fee collection system and other necessary items regarding their legally provided revenue sources.
9. Display of Citizen Charter	• LGD needs to prepare the guidelines for the Model Citizen Charter to encourage Upazila Parishads to prepare the Citizen Charter properly.
10. Maintenance and updating of the asset register	• LGD needs to provide a clear directive to the Upazila Parishad on the maintenance and updating of a property/asset register on a yearly basis. • LGD may also provide a format for this property/asset register along with the necessary legal instruments.
11. Preparation of the Rules as prescribed in the Upazila Parishad Act of 1998.	• It is necessary to review the necessity of each rule, and prepare the remaining necessary rules as prescribed by Section 63(2) of Upazila Parishad Act.

The LGD needs to formulate these rules and guidelines. Among them, "1. Development Planning Guidelines" were already formulated with UICDP's support. "2. Operation of Upazila Committees" and "3. Transfer of line departments to Upazila Parishads" will require comprehensive review on the current legal framework as there is a gap between the provision of the Upazila Parishad Act and the actual operation status at the Upazila level. Similarly, "7. Annual Performance Report (APR) of the transferred line department officials" will require the comprehensive review on the actual personnel system of transferred line department officers. For these issues, it is not enough to formulate the rules and

guidelines within the current legal framework. Rather, it may be necessary to amend the current legal framework by coordinating several stakeholders. The LGD, therefore, needs to consider these issues as a mid- and long-term issues.

On the other hand, the other issues will not require the amendment of the legal framework, and can be implemented with the LGD's own initiatives. In particular, "4. Guidance on Annual Financial Statement", "5. Special budget meeting/General budget session", "8. Guidance on revenue sources of Upazila Parishad", and "10. Maintenance and updating of the asset register" are important as these issues are closely related to the proper operation of public organizations. The LGD needs to begin with these important issues, which can be implemented by LGD's initiative.

(4) Update of Compendium of Laws, Rules and Guidelines Related to Upazila Parishad

It is indispensable to refer to the latest relevant laws, regulations, and circulars for correctly executing government activities by the Upazila Parishad. However, in practice, it is difficult to refer to them because their information is difficult to find, and amendments on the LGD website are not made in a timely manner.[1]

Considering this situation, the UICDP prepared a collection of laws, regulations, and circulars at the Upazila level in 2019 as a reference for the "Basic Training at the Upazila level/ Development Planning and Public Services," which was implemented in collaboration with UGDP. This reference was used for the training programs by the UICDP and distributed in the training programs for all Upazila Parishads by the UGDP.

Subsequently, a web-based collection was prepared for regular updates, easy operation, and effective dissemination. The collection was uploaded to the NILG website, which anybody can access at present.[2] The UICDP worked on updates to reflect the latest laws, regulations, and circulars in 2019, 2020, and 2021.

Figure 2-2 Collection on the NILG Website

2.2.2 Activities for Output 2 (Upazila Integrated Development Planning)

(1) LGD's Circular to all Upazila Parishads regarding Upazila Development Planning
During Phase 1, draft Guidelines for Upazila Integrated Development Planning was prepared at the beginning of the project. The initial 10 pilot Upazilas were assisted in formulating their development plans in accordance with the basic concepts, structure, and procedures of the draft guidelines. Five-Year Plan (FY 2019/20 to FY 2023/24) and three Annual Development Plans (FY 2018/19, FY 2019/20, and FY 2020/21) received assistance through a series of planning cycles: formulation, implementation, and monitoring and evaluation.

Based on this experience and knowledge, as well as input from relevant ministries, agencies, and Upazila and District-level stakeholders, Bengali and English versions of the draft Guidelines for Upazila

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[1] When UICDP started in 2017, the only available resource was "Upazila Parishad Manual, 2013" developed by the Upazila Governance Project (UGDP).
[2] NILG Website: https://nilg.portal.gov.bd/site/files/379898cf-e082-4c0e-9c03-ea3fca508dc7/-

Integrated Development Planning were finalized at the end of Phase 1. After the beginning of Phase 2, we continued to support coordination and final confirmation procedures within the LGD and with relevant ministries and agencies. Subsequently, the Guidelines for Upazila Integrated Development Planning (Bengali version) were officially approved by LGD in February 2021. The guidelines were notified by the LGD to all Upazilas in Bangladesh on August 16, 2021, after minor wording adjustments (Memo No. 46. 045. 015. 00. 00. 02. 2018-459). The circular is enclosed as Appendix 5.

In addition, a notification dated 12 May 2022, was issued by the LGD to all Upazilas, requesting them to formulate annual development plans in accordance with the Upazila Integrated Development Planning Guidelines, in time for the formulation of the Upazila Integrated Development Planning for 2022/23 (Memo No. 46. 00. 0000. 045. 14. 002. 21-272). The reminder is enclosed as Appendix 6. In conjunction with this notice, a hard copy of the Guidelines for Upazila Integrated Development Planning was redistributed. Hard copies of the guidelines were also distributed to the NILG and other training organizations for use as training materials for Upazilas.

(2) Orientation Seminar to Extended Pilot Upazilas
Orientation seminars were held to provide an overview of the project, its activities, and the roles of the expanded pilot Upazila to newly targeted officials at the Upazila and District levels. The online District-level seminar was held in December 2020 for the Deputy Commissioner (DC) and Deputy Director, Local Government (DDLG) of the District. The online Upazila-level seminar for the Upazila Parishad Chairmen, their Vice-Chairs, and administrative officers of project implementing agencies, such as chief administrative officers (UNOs) and Upazila engineers was held in three sessions, on January 9, 16, and 30, 2021.

The Upazila-level orientation seminar included a survey of the current status of development planning in each of the expanded pilot Upazilas. A summary of the survey results is as follows.
1) Of the 65 Upazilas, 13 (20.0%) had established Five-Year Plans (FYPs) in accordance with the Upazila Integrated Development Planning Guidelines supported by the project. Five Upazilas (7.7%) had FYPs that did not follow the guidelines. Therefore, 18 Upazilas (27.7%) had a FYP. However, 10 of these Upazilas were the initial pilot Upazilas of the project, therefore, if these Upazilas were excluded, it can be said that eight (14.5%) of the 55 new Upazilas had a FYP.
2) As for annual development plans, of the 65 Upazilas, 14 (21.5%) had plans in accordance with the Upazila integrated development plan guidelines. Eleven Upazilas (16.9%) had annual development plans that did not follow the guidelines. Therefore, 25 Upazilas (38.4%) had some form of the annual development plan. However, if the 10 initial pilot Upazilas were excluded, 15 (27.2%) of the 55 Upazilas could be said to have had an annual development plan in place.

(3) Training on Upazila Development Planning for Extended Pilot Upazilas
In Phase 2, Upazila officers were periodically trained to support the formulation of Upazila integrated development plans (primarily annual development plans) in all 65 pilot Upazilas. The support to Five-Year Plan (FYP) was not provided in Phase 2 as the formulation of FYP is preferable to be developed in conjunction with the Upazila Parishad election cycle.

In FY2020/21, the first year of Phase 2 (training for annual development plans for FY2021/22) all training for Upazilas was conducted in an online format because of the spread of COVID-19 in Bangladesh. In the following fiscal year 2021/22 (training for the Annual Development Plan for FY2022/23), as the pandemic began to calm down, training was conducted in a combination of online training for the overall training and face-to-face training at the Upazila level.

A summary of each training course is provided below.

1) Training on Upazila Development Planning for FY 2021/22
Table 2-4 shows the results of training on Upazila development planning for FY 2021/22.

Table 2-4 Training and Workshops for Upazila Development Planning for FY 2021/22

No	Date	Training title/objectives/contents	Participants/ Cost
1. For the purpose of developing the Upazila Annual Development Plan for 2021/22			
1	Apr 9-10, 2021	**[Upazila Integrated Development Planning Training for Upazila Parishad Chairs, UNOs, and Engineers]** • Conducted online for Upazila Parishad Chairmen, UNOs, and Upazila Engineers who play a central role in the development of the Upazila Integrated Development Planning.	**Participants**: Upazila Parishad Chairmen, UNOs and Upazila Engineers from all 65 pilot Upazilas. The total number of participants was approximately 200. **Cost**: App. TK540,000 (venue, equipment, stationary, honorarium, transport, etc.)
2	May 2021	**[Upazila Development Plan Training]** • The project prepared a training website and online training materials to enable self-study by participants in each Upazila. • Prior to the self-study, an orientation seminar was held on May 19-20 (online format). • Participants accessed the training website and conduct self-study from May 21-29 (each Upazila will take the course on their own or in a group at the Upazila office meeting room). Progress of the self-study was monitored online and reported to DDLG, Upazila Parishad chairmen, and UNO through the district coordinators. • Wrap-up seminars were conducted online on May 30 and 31 after the self-study period (in 4 batches for all 65 Upazilas). Questions raised during the self-study were addressed, good practices were shared, and the work for the next year's AP preparation was explained.	**Participants**: 10 persons each, including Upazila Parishad Chairmen, Vice-Chairs, female Vice-Chairs, UNOs, Upazila engineers, and other project implementation agency staff from all 65 pilot Upazilas. The total number of participants was approximately 650. **Costs:** App. TK1,520,000 (printing, stationary, honorarium, transport, etc.)
3	Aug 21, 2021	**[Upazila Development Planning Training (Additional Training)]** • Newly appointed staff after the online training conducted in May, and those who were unable to attend the same training for any reason (Chairmen, Vice-Chairs, UNOs, Upazila Engineers, other project implementing agency staff, etc.). • Conducted online.	**Participants**: About 20 persons participated. **Costs:** App. TK240,000 (honorarium, transport, etc.)

2) Training on Upazila Development Planning for FY 2022/23
Table 2-5 shows the results of training on Upazila development planning for FY 2022/23.

Table 2-5 Training and Workshops for Upazila Development Planning for FY 2022/23

No	Date	Training title/objectives/contents	Participants
4	Feb - Mar 2022	**[Upazila Development Plan Training]** • A training website was prepared by the project and online training materials were developed for self-study by participants in each Upazila. • Prior to the self-study, an orientation seminar was held on February 19-20 (online format), which also incorporated a review of the 2021/22 Annual Development Plan. • Participants accessed the training website for self-study from February 21 to March 4. (Each Upazila attended the course on their own or in a group setting at the Upazila office conference room). Progress of the self-study was monitored online and reported to DDLG, Upazila Parishad chairmen, and UNOs through the district coordinators. • Wrap-up seminars were conducted online on March 5 and 8 after the self-study period (in 4 batches for all 65 Upazilas). Questions raised during the self-study were addressed, good practices were shared, and the work for the next year's AP preparation was explained.	**Participants**: 10 people each from each pilot Upazila, including the Upazila Parishad Chairmen, Vice-Chair, Women Vice-Chair, UNO, and Upazila Engineer. The total number of participants was approximately 650. **Costs:** App. TK1,720,000 (printing, stationary, honorarium, transport, etc.)
5	May – Jun 2022	**[Follow-up Training]** • In order to address questions raised in the above online training and to facilitate the formulation of the annual development plan, a one-day training was conducted in a face-to-face format on May 11, 18, 25, 29, and June 4, 2022 at the provincial office of each pilot province. • Additional explanations were provided by the project's local consultants, and a question-and-answer session was held to address any questions or concerns that were unclear. • DDLGs from each District also participated, emphasizing the importance of Upazila development plans. Instructions were given to each Upazila to formulate an annual development plan without delay in accordance with the guidelines.	**Participants**: As a rule, 7 people from each pilot Upazila (Upazila Parishad Chairman, Vice-Chair, Women Vice-Chair, UNO, Upazila Engineer, and 2 project implementing agency staff). DDLGs from each District also participated. **Costs:** App. TK2,380,000 (venue, equipment, printing, stationary, honorarium, transport, etc.)
6	Oct - Nov 2022	**[Review Workshop]** • A one-day in-person training was held at the District office of each pilot District on October 31, November 3, 7, 10, and 14, 2022, to review the Annual Development Plan for FY2022/23, share good practices, and hear opinions on the proposed revision of the Upazila Integrated Development Planning Guidelines. • The training included a presentation from the project's local consultant, sharing of good practices from each Upazila, and a question-and-answer session to address any questions or concerns. Comments on the proposed revisions to the Upazila integrated development planning guidelines were also gathered. • The DDLGs from each District also participated in the meeting, and it was emphasized that the annual development plans should be steadily implemented in the future.	**Participants**: As a rule, 7 people from each pilot Upazila (Upazila Parishad Chairman, Vice-Chair, Women Vice-Chair, UNO, Upazila Engineer, and 2 officers from the transferred line department offices). DDLGs from each District also participated. **Costs:** App. TK1,440,000 (printing, stationary, honorarium, transport, etc.)

3) Training on Upazila Annual Development Plans for 2023/24 and beyond
After the completion of the UICDP, it is recommended that the LGD leads an ongoing training program based on the Guidelines for Upazila Integrated Development Planning and manual. Since all programs and training materials for Upazila development plan training were already developed by the UICDP, it is possible to use these materials effectively.

However, considering the current government personnel system, in which officers are often transferred from one post to the other, training has only short-term effects. It is difficult for LGDs and NILGs to plan and conduct effective training for Upazila governments nationwide within the limited budget. Given the situation, it is more important that the training itself can be of a short duration or online, and that the Upazila Parishad Chairmen, UNOs, and Upazila engineers must be given clear instructions by the LGD by stressing the need of a Upazila integrated development planning and the formulation of development plans based on the guidelines. It is considered very important for LGD to provide such clear instructions to Upazilas, which will be the key to the success to the formulation of development plans by each Upazila Parishad.

(4) Training for Deputy Director, Local Government (DDLG)
In Phase 2, all Upazilas within the pilot Districts were designated pilot Upazilas. According to this setup, District Coordinators were placed under the DDLGs in each District. DDLG is responsible for guidance and supervision of all Upazila within the pilot Districts, therefore it is essential to coordinate with DDLG to assist each Upazila in development planning.

Considering this, an online orientation seminar for pilot Districts was held in December 2020 attended by each DC and DDLG from the pilot Districts. Each attendee expressed willingness to cooperate with the project.

Regarding the formulation of the Annual Development Plan for 2021/22, an online orientation seminar for DDLGs in each pilot District was held on 3 May 2021. This seminar confirmed the related laws and regulations, the specific process, and the role of DDLGs in development planning.

Regarding the formulation of AP 2022/23, an online orientation seminar for DDLGs was held on February 16, 2022. In this orientation, the importance of AP formulation, the role of DDLG in the formulation process, and sharing the experiences and lessons learned were discussed. In addition, on July 19, 2022, when the AP formulation of each Upazila was in process, an online meeting was held with DDLGs in each District under the initiative of PD. In the meeting, the progress of Annual Development Planning in each pilot Upazila, the importance of leadership by the DDLG, and the need for support from District Coordinators was discussed.

(5) Follow-up on Development Plans for expanded pilot Upazilas after training
In Phase 2, District Coordinators are assigned to each pilot District and assisted in the formulation of pilot Upazilas' Development Plan under DDLGs. The status of follow-up with each Upazila and development planning formulation describe in the following.

1) Follow-up activities on Upazila Annual Development Plan for 2021/22
For the formulation of the 2021/22 Annual Development Plan, online training for development planning was conducted for each Upazila from April to May 2021. Following this training, the District Coordinators provided technical and other assistance to each pilot Upazila on the development planning process. Since most of the pilot Upazilas had never prepared a full-scale Annual Development Plan before, the District Coordinators provided technical assistance, particularly in the areas of socio-economic data collection, situation analysis, resource mapping, and so on.

However, the formulation of the Annual Development Plan tended to be delayed owing to the impact of the long-term COVID-19 lockdown in 2021. Assistance by District Coordinators was also

restricted to online and telephone support, and face-to-face support had to be limited. In addition, the Union Parishad elections in 2021 created a delay in the formulation of Annual Development Plans in many pilot Upazilas.

To address these delays, follow-up training was conducted by a local consultant team by visiting each District and conducting interviews with the DDLGs in October 2021 when COVID-19 began to abate. On October 19, 2021, the PD initiated an online meeting to connect all pilot District DDLGs to review the progress of the Annual Development Plan in the pilot Upazilas within each pilot District. In December 2021, we visited Mymensingh, Munshiganj, and Cox's Bazar Districts, where progress was particularly slow, and met with DDLGs to confirm the current situation, exchange opinions, and discuss future measures and monitoring. Thereafter, we asked the DDLGs to provide clear instructions and technical assistance to each pilot Upazila.

As a result of the above follow-up, as of the end of December 2021, 37 (56.9%) of 65 pilot Upazilas had formulated Annual Development Plan approved in the Upazila Parishad Meeting. To determine whether these 37 Upazilas' Annual Development Plans were developed in accordance with the guidelines, the following five points were examined:
   1) Do they have a Vision and Goal?
   2) Is there a Resource Mapping that includes Socio-economic Data?
   3) Is there a Situation Analysis that includes at least 10 sectors?
   4) Do they hold at least one meeting with citizens and relevant stakeholders?
   5) Is there a Monitoring and Evaluation (M&E) plan?

The evaluation results for each Annual Development Plan based on these five criteria are presented in Table 2-6. Based on these results, in FY 2021/22, 52.3% of the pilot Upazilas had formulated Annual Development Plans in accordance with the guidelines.

Table 2-6 Status of Annual Development Plans based on the guidelines (FY2021/2022)

District	Number of Pilot Upazila	Planning based on guidelines	Vision & Goal	Resource Mapping	Situation Analysis	Stake-holder Meeting	M&E Plan
Barishal	10	10	10	10	10	10	10
Brahmanbaria	9	7	7	7	7	7	7
Chuadanga	4	4	4	4	4	4	4
Lalmonirhat	5	0	3	3	0	3	3
Mymensingh	13	0	0	0	0	0	0
Sirajganj	9	6	6	6	6	6	6
Moulvibazar	7	3	3	3	3	3	3
Munshiganj	6	4	4	4	4	4	4
Cox's Bazar	2	0	0	0	0	0	0
Total	65	34	37	37	34	37	37
%	-	52.3	56.9	56.9	52.3	56.9	56.9

2) Follow-up activities on Upazila Annual Development Plan for 2022/23

In preparation for the formulation of the Annual Development Plan for FY 2022/23, Upazila training was conducted online from mid-February to early March 2022, and follow-up training was conducted face-to-face from May to early June 2022. Subsequently, each pilot Upazila was encouraged to formulate its Development Plan through the DDLG's initiative and leadership, and the District Coordinators provided technical assistance for information gathering and situation analysis. As of the end of October 2022, 47 (72.3%) out of 65 pilot Upazilas had approved their Annual Development Plan in the Upazila Parishad Meeting. The completed Annual Development Plans of these 47 Upazilas

were evaluated using the same five criteria as the 2021/22 Annual Development Plans to determine if these APs have been developed in accordance with the guidelines. The results are presented in Table 2-7, and indicate that 37 of the 65 Upazilas have formulated their Annual Development Plans based on the guidelines, although some Upazilas were still in the process of formulating their plans as of the end of October 2022. The reasons for the delay in some of these Upazilas include political reasons, such as the intentions of the Upazila Chairperson and the elected Members of Parliament, and the difficulty in reaching a consensus on the project summary that summarizes the projects to be implemented.

Table 2-7 Status of Annual Development Plans based on guidelines (FY2022/2023)

District	Number of pilot Upazila	Planning based on guidelines	Vision & Goal	Resource Mapping	Situation Analysis	Stake-holder Meeting	M&E Plan
Barishal	10	10	10	10	10	10	10
Brahmanbaria	9	7	7	7	7	7	7
Chuadanga	4	4	4	4	4	4	4
Lalmonirhat	5	4	5	5	4	5	5
Mymensingh	13	5	5	6	6	6	6
Sirajganj	9	6	6	6	6	6	6
Moulvibazar	7	0	3	3	0	3	3
Munshiganj	6	1	6	6	3	6	1
Cox's Bazar	2	0	0	0	0	0	0
Total	65	37	46	47	40	47	42
%	-	56.9	70.8	72.3	61.5	72.3	64.6

As described above, through the two (2) annual development planning cycles of Phase 2, more than 50% of the pilot Upazilas was able to develop Annual Development Plans. Even without the extensive support of assigning District Coordinators to each Upazila, as in Phase 1, it was confirmed that many Upazilas were able to formulate Annual Development Plans at a certain level through follow-up by the DDLG and District Coordinator under the clear instruction of the LGD.

Some improvement was observed in formulating development plans for FY2022/23 in the second year of Phase 2, compared to the one for FY2021/22 in the first year of Phase 2. For example, 37 Upazilas had already developed development plans for FY2022/23 as of the end of October 2022, while only 22 Upazilas had done for FY2021/22 as of the end of October 2021. Although it is very difficult to make a simple comparison between the two periods as the COVID-19 gave the large impact on Upazilas' formulating their respective development plans in 2021. Nevertheless, it is believed that there was good progress made in the second year as the Upazilas always learned from the past lessons and experiences.

To increase the number of Upazilas that can formulate Development Plans and improve the quality of future Development Plans, it is necessary to strengthen the capacity of UNOs and Upazila engineers who play a central role in the development planning process of Upazila. However, since UNOs and Upazila engineers are subject to frequent transfers in the system of government employees, the efficient provision of training to strengthen the capacity of UNOs and Upazila engineers is a future challenge.

(6) Revision of the Guidelines and Manual for Upazila Integrated Development Planning
The final draft of the Upazila Integrated Development Planning Guidelines was compiled in Phase 1 after consultation at the Upazila and District levels as well as through interviews with relevant ministries, agencies, and other donors, and was finally approved by the LGD in February 2021. Subsequently, after minor wording adjustments, the LGD notified all Upazilas in Bangladesh on August 16 of the same year

(Memo No. 46. 045. 015. 00. 00. 02. 2018-459).

1) Overview of the Guidelines for Upazila Integrated Development Planning
The Upazila Integrated Development Planning Guidelines provide the basic significance and purpose of the development plan, the legal basis, the divisions of roles within the Upazila, the procedures and processes for formulating each of the five-year and annual development plans, as well as various formats to simplify their use in practice. A summary of these guidelines is provided in Table 2-8. The Bengali and English versions of the guidelines are attached as Separate Volume 2.

Table 2-8 Summary of Upazila Integrated Development Planning Guidelines

Section	Contents
1. Introduction	Backgrounds, purposes, implementation, responsible institution, and period
2. Development Planning Cycle at the Upazila Level	2.1 Conceptual framework of development planning 2.2 Goals and results-based management in development planning 2.3 PDCA cycle for development planning
3. Development Plans in Bangladesh, the Legal Framework for Upazila Development Planning and the Institutional Framework	3.1 Development plans in Bangladesh（national development plan, sector development plans, district development plan, Upazila development plan, Union development plan 3.2 Legal framework for Upazila development planning 3.3 Institutional framework for development planning and their roles and functions
4. Five-Year Plan cycle	• Basic concepts of Five-Year Plan • Steps and processes in formulating, implementing, and monitoring & evaluating the FYP cycle • Institutions of Upazila Parishad and their roles and functions for the FYP formulation • Necessary documents and formats
5. Annual development plan cycle	• Basic concepts of the annual development plan • Steps and processes in formulating, implementing, and monitoring & evaluating the annual development plan cycle • Institutions of Upazila Parishad and their roles and functions for annual development planning • Necessary documents and formats

In addition to the Upazila Integrated Development Planning Guidelines, the project also supported the preparation of the Upazila Integrated Development Planning Manual as training material. The manual is intended for central government officials, Upazila officials, and training institutions involved in Upazila development planning, and explains the guidelines in a simplified manner. It is also envisioned that training institutions can refer to the necessary sections of the manual to assist them in their training. The Upazila Integrated Development Planning Manual is attached as Separate Volume 3. The manual was also posted on the NILG website[4] for free access by Upazila officials.

2) Revision of the Guidelines for Upazila Integrated Development Planning
As mentioned earlier, the Upazila Integrated Development Planning Guidelines were finalized after

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[4] NILG website: http://nilg.portal.gov.bd/site/files/379898cf-e082-4c0e-9c03-ea3fca508dc7/-

one five-year planning cycle and three annual development planning cycles in Phase 1, consultations at the Upazila and District levels, and feedback from relevant ministries, agencies, and other donors. Through the process of implementing the guidelines in each pilot District in Phase 2, it became clear that the guidelines would need to be made clearer, easier to understand, and more user-friendly. Therefore, based on the implementation of two cycles of annual development plans in Phase 2, the guidelines were revised.

In revising the Guidelines for Upazila Integrated Development Planning, it was important to consider the experiences obtained from the implementation in the present pilot Districts. In particular, the focus was on the interviews with local consultants and district coordinators, who were directly involved in training pilot Upazilas to identify lessons learned and recommendations. Consequently, it was confirmed that the basic concepts and structure of the Guidelines for Upazila Integrated Development Planning were still relevant and effective for development planning in the Upazila Parishads. Nonetheless, it was found that there were some areas for improvement, such as insufficient descriptions of the development planning process and steps, division of roles among stakeholders, and various formats, as well as the need for more specific and clearer descriptions and some duplication of efforts. In response, it was decided to draft a revised guidelines more user-friendly for Upazila Parishad officers by clarifying each process and step, clarifying the roles of each stakeholder, improving the format, and correcting and improving duplicated sections. This recommendation was approved by the Joint Coordinating Committee (JCC) at the fourth meeting on October 13, 2022.

Feedback and comments on the proposed revisions were received from the pilot District and Upazilas during the Review Workshop on the Annual Development Plan for FY 2022/23 held in October and November 2022. As a result, each pilot District/Upazila provided generally favorable feedback on the proposed changes. The following are the main areas for improvement made in the proposed revised guidelines.

- While the chapter on the Five-Year Plan (FYP) explains the planning process and steps in more detail, the chapter on the Annual Development Plan (AP) provides only a brief explanation to avoid duplication with the FYP chapter. In the proposed revision, however, a detailed explanation of the annual development plan has been added to improve clarity.
- Description of each process and step in the formulation, implementation, and monitoring and evaluation of development plans were complicated and difficult to grasp. However, the revised guidelines clarify them by giving more steps and explaining each of them in detail. In addition, the roles and responsibilities of Upazila officers/units in each step of the process have been more clearly described in the revised guidelines. This clarifies their respective responsibilities and contributes to strengthening the institutional framework at the Upazila level.
- Specific advice on the effective use of existing systems, such as public hearings, has been included to make it easier to use at the Upazila level.
- Necessary forms have been added as attachments to the guidelines to facilitate easy and effective formulation of development plans.

Based on the favorable feedback from the stakeholders at the District and Upazila levels, a draft revised Guidelines for Upazila Integrated Development Planning was compiled in December 2022. The draft revised guidelines along with the report of the review workshop were briefed and submitted to the PD for LGD's necessary follow-up. Now it is important for the LGD to promptly review and finalize the guidelines. The final approved guidelines shall be circulated to all Upazilas for formulating their respective development plans.

(7) Support to Formulation of Upazila Performance Monitoring Guidelines
To enable LGD to accurately access the governance status of the Upazila Parishad, the UICDP supported the design and implementation of Upazila Governance Performance Monitoring in Phase 2. Discussions with UGDP were conducted during Phase 2, and it was concluded that the 6th Performance Assessment (PA6) of UGDP would be jointly conducted. This section describes the activities related to PA6,

including their background.

1) Revision of the implementation plan of Upazila Governance Performance Monitoring
Initially, the Upazila Governance Performance Monitoring was planned to develop an online system that can track the performance of the respective Upazila Parishads, to pilot the system with the extended pilot Upazilas, identify lessons learned, and improve the system. Thus, governance indicators optimized for online surveys and systems were developed. In addition, in anticipation of the transfer to the Monitoring, Inspection, and Evaluation (MIE) Wing of LGD, which is in charge of local government monitoring, the integration of the system by the UICDP into the Management Information System (MIS) by the MIE Wing was coordinated. A basic agreement on the integration of both systems was obtained from the Director General of MIE Wing in November 2021.

Subsequently, with the decision to extend UGDP's project duration in March 2022 and implement UGDP's PA6 online, it was planned to merge the Upazila Governance Performance Monitoring and PA6, and to implement them jointly. Joint implementation was agreed upon between the PDs of both projects, as it was beneficial for both parties, for UGDP in terms of shortening the implementation period of PA6 by implementing it online, and for UICDP in that it would allow for a national-level trial of the new monitoring system, thereby increasing its sustainability in the future.

At the Project Steering Committee (PSC) meeting of UGDP on June 21, 2022, the implementation of PA6 through the online system developed by UICDP was approved, and the joint implementation of PA6 and Upazila Governance Performance Monitoring was formally approved at the 4th JCC meeting of UICDP on October 13, 2022. The PSC meeting of UGDP was also attended by the Director General of the MIE Wing, LGD, who agreed that PA6 would be implemented, based on the governance indicators prepared by the UICDP, and coordination with the MIE Wing for integration with the MIS also proceeded.[3]

2) Supporting of Upazila Governance Performance Monitoring
As for Upazila Governance Performance Monitoring, the plan was changed to a joint implementation with PA6 of UGDP, as described above, and already developed material such as draft indicators, online systems, and training material (presentations) for relevant stakeholders were revised and compiled as draft guidelines (Separate Volume 4). The following different measures were required in the case of implementation for all Upazila Parishads instead of the limited number of Upazila Parishads.

- **Streamlining of the evidence verification process:** In the case of the 65 pilot Upazilas, it was assumed that the District Coordinators assigned to each District would verify evidence under the supervision of the DDLG. However, since all 495 Upazila Parishads were covered in PA6 of the UGDP, which substantially increased the scope of verification, it became necessary to outsource external researchers to verify the documentary evidence. Therefore, the developed system was extensively revised to streamline the process of evidence verification by expanding the administrative program, developing a web page for evidence verification, and developing a program to automatically contact the target Upazila Parishads by e-mail.
- **Optimization of Indicators:** For the Upazila Governance Performance Monitoring, it was assumed that the governance indicators would be as simple and easy to check as possible, assuming that the input work would be performed by Upazila stakeholders. However, PA6 of UGDP needed to ensure consistency with the previous five PAs, therefore, it was decided to keep the key indicators set as Pre-Conditions by UGDP as much as possible, while reducing the number of indicators that can be verified on the web.

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[3] It was agreed that the integration work of two systems, especially the governance indicators prepared by UICDP, would be implemented by the IT Consultant (TechnoVista) contracted to operate and maintain the MIE Wing's MIS.

The indicators finalized after the above considerations are presented in Table 2-9.

Table 2-9 Monitoring Indicators

Indicators for Pre-Conditions	
1. Frequency of Upazila Parishad meeting	More than 9 times per year (Obligation is 12 times per year)
2. Frequency of Upazila Committee Meeting	More than 0ne time (Obligation is 6 times X committees)
3. Formulation of an Annual Budget Plan	Formulation of an Annual Budget Plan using the prescribed format
4. Formulation of a Development Plan	Formulation of an Annual Development Plan including the list of planned projects
5. Preparation of an ADP report	Preparation of an ADP report using the prescribed format
Indicators for measuring the performance (0 to 10 points)	
1. Frequency of Upazila Parishad meeting (10 points of more than 9 times / max 12 times)	
2. Frequency of Upazila Committee Meeting (10 points of more than 36times / max 102 times)	
3. Timing of formulation of an Annual Budget Plan (10 points before May in the previous year)	
4. Preparation of Asset Registration (10 points of both movable and immovable asset registration)	
5. Timing of formulation of an ADP report (10 points of before August)	
6. Timing of formulation of an Annual Financial Statement (10 points of before December in the previous year)	
7. Contents of a Five-Year Plan (10 points of more than 6 contents indicated in the guidelines)	
8. Contents of an Annual Development Plan (10 points of more than 6 contents indicated in the guidelines)	
9. Appointment of Information Focal Point: IFP (10 points of disclosure at the Upazila Portal site)	
10. Availability of Citizen Charter (10 points of disclosure at the Upazila Portal site)	

(8) Pilot Implementation of Web-based Upazila Performance Monitoring
For the UGDP's PA6 trial, the UICDP was in charge of preparing draft indicators, developing an online system, and preparing other training materials and manuals necessary for implementation, whereas, the UGDP was in charge of conducting training for its staff and concerned people, and monitoring PA6 implementation.

At the completion of UICDP's field activities, as of the end of November 2022, online data collection at the Upazila level was still in progress and will be completed by the middle of December 2022. In early 2023, a final verification of the collected data will be conducted by external researchers outsourced by UGDP, and a performance evaluation (ranking) of each Upazila Parishad will be performed by UGDP.

As the results of this trial will be transferred to the MIS of the MIE Wing, it can be said that the foundation has been established for a similar monitoring activity in the future on the Bangladesh side. In addition, through communication with the IT consultant responsible for the operation and maintenance of the MIS by the MIE Wing, it is believed that there is sufficient technical capacity to operate the system developed in Phase 2 using local resources alone.

For continued operation by the MIE Wing, the following points need to be clarified.
- **Clarification of Objective:** There is a clear objective for UGDP to conduct Upazila Performance Assessment, which is to provide development funds based on the performance of the respective Upazila Parishads. However, the objective of the MIE Wing to conduct Upazila Performance Assessment is not necessarily clear, without which it is difficult to sustain the activity; for example, institutionalizing a mechanism to allocate development funds to the respective Upazila Parishads based on their performance.
- **Establishment of operational and management functions in the field:** To monitor the

governance performance at the Upazila level, it is essential to prepare well in the field and improve the understanding of those involved through prior training, and confirm information entered by the people of the Upazila. A smooth and effective implementation is difficult if the system is prepared solely at the center. Moreover, the current organizational structure of the LGD does not have the function of making detailed preparations for on-site activities, and the personnel in charge frequently change, which prevents the accumulation of experience as an organization. Therefore, it is desirable to establish a mechanism/function within the LGD that enables technology transfer and the accumulation of such experience.

(9) Monitoring and Reporting Support by DDLGs

The initial plan was to involve concerned DDLGs in the implementation of Upazila Governance Performance Monitoring at the district level and improve DDLGs' capacity to provide guidance and monitor the governance performance of the Upazila Parishad, which are their original roles, by sharing monitoring results. It was also envisioned that the UICDP confirmed the extent to which DDLGs could play a role in monitoring and what measures were required to enable them to fulfill their original roles.

However, as mentioned in the previous section, the monitoring activity of the UICDP was to be conducted as part of UGDP's PA6, and DDLGs were only asked to cooperate with PA6. This is because, first, UGDP did not envision specific guidance and supervision by DDLGs to the Upazila Parishad. Second, UGDP did not have sufficient resources to fully implement activities involving DDLGs in monitoring activities.

With regard to Upazila Governance Performance Monitoring, the following points are suggested for future monitoring activities by LGD and DDLG involvement.

- **Sharing of monitoring results with DDLGs:** An advantage of the online system is the ease with which the monitoring results can be made public. Monitoring results should be shared with DDLGs immediately after the finalization to promote an understanding of the governance performance of each Upazila Parishad within the concerned District.
- **Involvement of DDLG for performance improvement:** When LGD encourages poorly performed Upazila Parishads to improve their performance, it is advisable to share information with concerned DDLGs. In particular, when any letter is issued for encouraging the Upazila Parishads to improve their performance, it should be duplicated to the concerned DDLGs, so that they can understand the status of respective Upazila Parishads and encourage them to exercise necessary efforts to improve the performance of the concerned Upazila Parishads.

(10) The Study on the Impact of COVID-19 on Women and Girls in the Host Communities of Ukhiya and Teknaf and Identification of Activities to Respond to Gender-based Violence (GBV) Challenges

The objectives of the assignment were (1) to study the impact of COVID-19 on women and girls in the host communities of Teknaf and Ukhiya (host communities), focusing on GBV, (2) to identify activities to respond to GBV issues in the host communities based on the findings of the study, and (3) to incorporate the identified activities into the Upazila Annual Development Plan.

Initially, the above-mentioned activities were planned to be conducted by a Japanese expert, however, they were conducted remotely owing to the COVID-19 pandemic.

1) The Study on the Impact of COVID-19 on Women and Girls in the Host Communities

The study was conducted based on (1) secondary data from the government of Bangladesh, United Nations and International NGOs, (2) interviews with local consultants, and (3) the results from the GBV workshop conducted by UICDP. The following is a brief summary of the study (Separate Volume 5 for the entire study).

a) Livelihoods of Women and Girls in the Host Communities

The female labor force participation rate (LFPR) in Bangladesh is 38.5%,[4] which is low by global standards, however, the female LFPR in the host community is even lower at 13%.[5] In Bangladesh, more than 90% of women work in the informal sector,[6] and the informal workers were severely affected by the COVID-19 pandemic because most of them were not protected by social security or other benefits and worked for less than the minimum wage.

According to a study conducted by Inter-Sector Coordination Group (ISCG), 90% of women attributed the increased difficulty in accessing sufficient food owing to the increase in market prices.[7]

b) Health of Women and Girls in the Host Communities
Health was the main reason households of the host communities went into debt during the pandemic.[8] Many women faced problems in commuting to a hospital during an emergency because of the lack of available vehicles. In addition, doctors were reportedly absent because most of the health professionals were transferred to COVID-19 dedicated hospitals.[9] Consequently, access to crucial services that affect women and girls, such as sexual, reproductive, and maternal health services, was reduced.[4]

During the COVID-19 pandemic, availability of contraceptives was observed to be low because of closure of contraceptive production, supply-chain disruptions, the inability to go out during lockdowns, and pharmacy closures.[9] Owing to the shortage and inaccessibility of contraceptives, the rate of unintended pregnancies and risky abortions increased.[9] According to ISCG, 40% of host community women reported that they did not have sufficient menstrual hygiene products to meet their needs.[7]

COVID-19 had a variety of negative effects on the health of pregnant women and newborns. During the lockdown period, they could not visit the hospital for routine prenatal checkups for different reasons, such as fear of infection, travel restrictions, and economic crises. Consequently, diagnosing and curing their health complexities during pregnancy was not possible, which in turn led to a high rate of maternal morbidity and mortality.[6] In addition, the mental health of pregnant women became a serious issue during the pandemic because they were worried about the baby's health if they contracted COVID-19.[9]

c) Education of Girls in the Host Communities
Schools in Bangladesh were closed from March 2020 to September 2021, and thereafter, closed again for a month in February 2022.[10] According to an assessment conducted by the ISCG in May 2020, 90% of women in the host communities reported that the most significant impact of COVID-19 on children was that they could no longer attend school.[7] The government promoted remote

[4] World Economic Forum (2021) Global Gender Gap Report 2021, https://www3.weforum.org/docs/WEF_GGGR_2021.pdf
[5] WFP (2021) Refugee influx Emergency Vulnerability Assessment– REVA 2020, p.29
https://reliefweb.int/sites/reliefweb.int/files/resources/REVA_4_Final_Report_April_2021.pdf
[6] Inter-Sector Coordination Group Gender Hub, CARE Bangladesh, Oxfam, UN Women (2020) COVID-19 Outbreak Rapid Gender Analysis," May 2020. P.4,
https://asiapacific.unwomen.org/sites/default/files/Field%20Office%20ESEAsia/Docs/Publications/2020/05/RGA%20Bangla deshFinalMay2020.pdf
[7] ISCG (2020) In the shadows of the pandemic: the gendered impact of COVID-19 on Rohingya and Host Communities, https://reliefweb.int/sites/reliefweb.int/files/resources/in_the_shadows_of_the_pandemic_gendered_impact_of_covid19_on_r ohingya_and_host_communities_october2020.pdf
[8] WFP (2021) Refugee influx Emergency Vulnerability Assessment– REVA 2020,
https://reliefweb.int/sites/reliefweb.int/files/resources/REVA_4_Final_Report_April_2021.pdf
[9] Mahtab and Azad (2021) Impact of COVID-19 on Sexual and Reproductive Health of Women in Bangladesh, Turkish Online Journal of Qualitative Inquiry Volume 12, Issue 7, July 2021:1181 –1195,
https://www.tojqi.net/index.php/journal/article/view/3844/2616
[10] Learning loss must be recovered to avoid long-term damage to children's well-being, new report says, March 12, 2022, https://www.unicef.org/bangladesh/en/press-releases/learning-loss-must-be-recovered-avoid-long-term-damage-childrens-well-being-new [Access: June 12 2022]

learning through television, mobile phones, radio, and the Internet. However, households that were already poor before the pandemic had no access to remote learning.[11] In particular, girls had less access to the Internet and fewer digital skills than boys even before the pandemic.[12] Adolescent girls in the host community were anxious, depressed, and frustrated coping with online classes and increased involvement in household tasks.[13] Various aid agencies state that higher dropout rates imply increased rates of child labor and child marriage as a result of financial constraints.[13]

d) GBV[14]

It is well known that GBV increases in times of crises and fragility. During the COVID-19 pandemic, there was a 30 per cent increase in the global incidence of GBV.[15] In the host communities, girls and women were at a high risk of facing GBV in the form of domestic violence (DV) and child marriage.[16] Containment measures, movement restrictions, financial difficulties, and increased stress led to an increase in household tensions, which often culminated in physical and emotional violence.[4] In terms of increase in child marriage, families married off their underage daughters for financial reasons and to protect them from sexual violence and harassment.[17] Many families feared that their daughters would start a relationship or become pregnant without marriage.[12]

2) Identification of GBV response activities and its incorporation in the Upazila Annual Development Plan

The Committee for Prevention of Violence against Women and Children (hereinafter "the Committee") was established in each Upazila and the Union of Teknaf and Ukhiya. The Committee is mandated to respond to GBV issues within the Upazilas and Unions. The Project conducted interviews with the Committee members and found that the Committees were holding regular meetings. However, the Committee members did not have concrete knowledge about the laws related to GBV, and the Committee members did not have a clear understanding of their roles and responsibilities. Of the interviewed Committee members, 70% answered that GBV increased during the pandemic, however, most of them did not respond to any actual GBV cases. The reason for the non-response was that the Committee did not function as a response team. In addition, although the Upazilas of Teknaf and Ukhiya have several NGOs working on the issue of GBV, owing to the influx of Rohingya refugees, the working partnership between the Committee and the NGOs was not strong, especially in Ukhiya.[18]

Based on the challenges identified from the interviews, the UICDP held a two-day workshop targeting the Committee members in Teknaf and Ukhiya. The workshop was facilitated by *Ain O Salish Kendra*, a renowned human rights organization, and topics such as the situation, causes, and laws regarding

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[11] ISCG (2021) Joint Multi-Sector Needs Assessment (J-MSNA), Host Communities, https://reliefweb.int/sites/reliefweb.int/files/resources/2021_05_iscg_msna_2020_report_host_community_english.pdf

[12] Berkley Center (2021) Educating girls and countering child marriage in Bangladesh opportunities for faith engagement, https://berkleycenter.georgetown.edu/publications/educating-girls-and-countering-child-marriage-in-bangladesh-opportunities-for-faith-engagement; Bangladesh Planning Commission (2020) Sustainable Development Goals: Bangladesh Progress Report 2020

[13] iMMAP (2021) COVID-19 Impact on Children, https://immap.org/wp-content/uploads/2016/12/iMMAP_Bangladesh_COVID-19_Impact_on_Children_Thematic_Report_052021.pdf

[14] The information on GBV was collected in the workshops held in September 2021. Report of the workshops are attached in Separate Volume 5.

[15] Gender-Based Violence and COVID 19: Actions, Gaps and Way Forward, August 2 2022, https://reliefweb.int/report/world/gender-based-violence-and-covid-19-actions-gaps-and-way-forward [Access September 3 2022]

[16] Raza, W.A., Zafar, A.M. and Ahmed, S.N.U. (2021). Improving Outcomes for Displaced Rohingya People and Hosts in Cox's Bazar: Current Evidence and Knowledge Gaps. Washington DC. © World Bank, https://documents1.worldbank.org/curated/en/860721623787097828/pdf/Improving-Outcomes-for-Displaced-Rohingya-People-and-Hosts-in-Cox-s-Bazar-Current-Evidence-and-Knowledge-Gaps.pdf; interviews conducted by UICDP in 2021

[17] UNICEF (2020) Ending Child Marriage: A profile of progress in Bangladesh, https://www.unicef.org/bangladesh/media/4526/file/Bangladesh%20Child%20Marriage%20report%202020.pdf.pdf

[18] See the separate Volume 5 for the results of the interviews.

GBV, and the roles and responsibilities of the Committee members were incorporated in the workshop. In the latter part of the workshop, training needs were identified so that the Committee could function as a response team to GBV cases. The identified training needs were encouraged to be incorporated into the Upazila Annual Development Plan.

As a result of the workshop, Teknaf's FY2021-22 Upazila Annual Development Plan stated, "child marriage and abuse of women are increasing in the Upazila" as their development challenge and included "activate the Committee" to respond to GBV. The UICDP also supported the Committee in formulating a proposal for UGDP's Capacity Development Sub-Project (CDSP), which was incorporated in the project summary of the Annual Development Plan of Teknaf. The Sub-Project was conducted in June 2022. A similar proposal was developed in Ukhiya, and is in the final process to be conducted.

3) Challenges of GBV Response in the Two Upazilas and Recommendations on Area of Assistance

Based on the study and the workshop, it was clear that the two Upazilas needed assistance to build the capacities of the Committee members to function as a team for "prevention of GBV," "protection of victims" and "prosecution of perpetrators." The following are the recommendations for areas where much assistance is required.

a) Needs to strengthen the Committee in the area of "protection of victims"

The Committee comprises members from various occupations. The UNO is the Chairperson and the Women Affairs Officer is the Secretary. Committee members include officers from the police, hospitals, schools, and the Upazila Female Vice Chair. Although the Committee comprises important members having expertise, the Committee is not functioning to perform its role. The activities performed by the Committee are merely campaigns to eradicate child marriages. Most of the members except for the police, women affairs officers, and NGOs are not performing regarding "protection of victims." For example, those who encounter child marriages are teachers. However, teachers seldom engage in the victims' protection process. The situation of DV was similar in the sense that most Committee members were not performing regarding the "protection of victims." One of the factors of the Committee members not functioning regarding the victim protection process is that the primary role of the Committee members, except the NGO workers, is not the GBV response.

"Protection of victims" is most important for tackling GBV. Unless the Committee members work in the area of "protection of victims," the problem would not be identified and therefore left neglected. It is significant that the Committee develops a strong partnership with NGOs that specialize in GBV. As "protection of victims" is not a one-off activity and requires certain period to ensure the safety of the victims, regular and systematic case management process has to be established. The Committee would need assistance in building a platform so that the NGOs and the Committee members can hold regular case management meetings, which would serve as a first step for conducting activities related to "protection of victims."

b) Needs to strengthen Partnership with the Committee and NGOs specialized in GBV response

As mentioned in the above section, only NGOs have staff members dedicated to the GBV response. As most of the Committee members have multiple tasks other than GBV response, it is difficult for them to engage in long-term assistance such as "protection of victims." Fortunately, both the Upazilas of Teknaf and Ukhiya have NGOs that specialize in the GBV response. These NGOs receive funds and technical support from their Development Partners. Therefore, it is important that the Committee realizes that these NGOs are significant assets for tackling GBV in their communities. It is important that the Committee members are familiarized with the NGOs' aims and activities so that they can work together. The Committee would need assistance in conducting stakeholder analysis and building a system so that NGOs and the Committee can work together in

responding to GBV cases.

c) Needs to promote the understanding that social norms and gender stereotypes that reinforce gender inequality are the root cause of GBV

In the workshop held by the UICDP, several Committee members opined that "women's impatience was the cause of DV or divorce" and "Women who are wearing clothes that are not appropriate are abused." Women or girls who are suffering from GBV will not seek help of the Committee owing to their mindset of blaming women for justifying the abuse. Therefore, the Committee will not be able to perform their duties to prevent and protect victims of GBV.

During the said workshop, by listening to the speeches and opinions of the DDLG, UNOs and Women Affairs Officers, it was identified that they were familiar with gender-related issues and the importance of gender equality. It is also necessary for other Committee members to be trained on gender issues and understand that social norms and gender stereotypes that reinforce gender inequality are the root causes of GBV. Without understanding and addressing the root causes of GBV, it is impossible to address GBV cases. The Committee would need assistance to be trained on gender equality and other gender issues. In addition, it is necessary to develop training materials and modules.

(11) Support to Community hosting Rohingya Refugees for the Construction of Skywater Harvesting System

In Phase 1, as part of the support to community hosting Rohingya refugees and to help strengthen the capacity to formulate and implement a development plan, the UICDP supported Teknaf Upazila which chronically suffers from drinking water shortage to construct rainwater harvesting tanks. The UICDP first made a long list of hospitals, schools, and other public facilities which had potential needs for such support, and then, selected construction sites in consultation with Teknaf Upazila Parishad Chairman, UNO, Secondary and Higher Education Officer and other stakeholders. Through this process, two schools of "Marish Bonia SESDP Model High School" (hereinafter referred to as "MB School") and "Alhaj Ali Achia High School" (hereinafter referred to as "AA School") were selected. During Phase 1, a baseline survey was conducted in December 2019, and construction work began in January 2020. However, the construction was suspended owing to the spread of COVID-19, and then Phase 1 was terminated without much progress.

Following this process, in Phase 2, the status of the materials prepared in Phase 1 was confirmed, and the construction work was resumed after holding discussions with the parties involved. The report on the construction of Skywater harvesting tanks is enclosed as Separate Volume 6.

1) Confirmation of Construction Site of Skywater Harvesting Tanks and Resumption of Construction Work

In Phase 2, with remote support from Japanese experts, local consultants led discussions to resume construction work with officials of the schools where the rainwater tanks would be installed. In December 2021, the location of two tanks at each school, for a total of four tanks, was agreed upon after discussion with the parties involved.

Following this agreement, staff from Skywater Bangladesh Limited (SBL), the local re-contractor, arrived in Teknaf Upazila to complete the procurement of materials and begin the construction of rainwater harvesting tanks at the MB School. Japanese experts remotely provided guidance and supervision for construction work. In February 2022, foundation work for the construction of a rainwater tank began at the AA School.

In March 2022, Japanese experts visited the sites to reconfirm the location of the rainwater tank installation at both schools and to guide and supervise the construction work conducted by the SBL. At that time, it was discovered that a mosque was built at the construction site of the AA School,

which led to a change in the location of one of the tanks.

2) Construction of Skywater Harvesting system

The installation of the four rainwater tanks by the SBL generally proceeded as planned, under the remote guidance and supervision of Japanese experts. The installation of three of the four tanks, with the exception of the tank at the AA school, whose installation location was changed, was completed by July 2022 and was ready to store rainwater. The Japanese experts visited the site from the end of July to early August 2022 to check the site and proceed with construction work for the remaining tank at the AA school, and all four rainwater tanks were completed by 24 August 2022.

MB School   AA School
Figure 2-3 Children Using Water of the Rainwater Harvesting Tank

3) Operation and Management Training

With the completion of rainwater tanks at both schools, a Sky Water Harvesting System Maintenance Committee was officially formed at each school. The project provided Operation and Maintenance Training to the members of this committee. Operation and Management Training was conducted at the MB School on 2 August 2022, with the participation of Committee members and other school officials, the JICA Bangladesh Office, and project officials. Training was also conducted at AA School on 4 August 2022, with the participation of Committee members and project officials.

Audiovisual materials for the maintenance of rainwater tanks were also prepared to create an environment in which the Rainwater Harvesting Maintenance Committee could maintain the tanks by themselves in the future.

2.2.3 Activities for Output 3 (Mid- and Long-Term Training Plan)

(1) Implementation Mechanism of Mid- and Long-Term Training Plan

1) Establishment of a Working Group (WG) for the implementation of Mid- and Long-Term Training Plan

The Mid- and Long-Term Training Plan was developed during Phase 1 through a series of Working Group meetings for the development of the Mid- and Long-Term Training Plan, chaired by the Director, Training, and Consultancy of NILG, and finalized by the Working Group on February 18, 2020. It was formally approved by the LGD in February 2021. The Mid- and Long-Term Training Plan is enclosed in Separate Volume 7. It has been uploaded on the NILG website and can be accessed anytime by any interested parties.[19]

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[19] NILG Website: http://nilg.portal.gov.bd/site/files/379898cf-e082-4c0e-9c03-ea3fca508dc7/-

In Phase 2, preparations for the establishment of a Working Group (WG) within the NILG for the implementation of the Mid- and Long-Term Training Plan were initiated. On December 26, 2021, the establishment of the WG, chaired by the Director, Training and Consultancy, was formally approved by the NILG. Table 2-10 presents the WG members at the time of its establishment in December 2021. Since then, there has been a turnover of members, including the Chairperson, owing to personnel transfers.

Table 2-10 WG Members for Implementation of a Mid- and Long-Term Training Plan

Name	Title	Position in NILG
Mr. Abu Bakar Siddique	Chairperson	Director, Training and Consultancy
Mr. Md. Shafiqul Islam	Member Secretary	Joint Director, Training and Consultancy
Mr. Md. Mizanur Rahaman	Member	Deputy Director
Ms. Nahida Parvin	Member	Deputy Director
Mr. Mohammad Mainul Hossain	Member	Assistant Director, Upazila Desk Officer
Ms. Kamrun Nahar	Member	Assistant Director
Mr. A Jehad Sarker	Member	Assistant Officer

(As of December 2021)

2) Meetings of Working Group for Implementation of Mid- and Long-Term Training Plan
The first WG meeting for the implementation of the Mid- and Long-Term Training Plan was held on February 1, 2022, and it was agreed that the WG would meet bi-monthly thereafter. However, owing to difficulties in coordinating the schedules of the parties involved, the WG meeting could not be held bi-monthly, and the WG meeting was held three times by the end of the project.

Table 2-11 presents the main topics discussed at the WG meetings.

Table 2-11 WG Meetings and Discussed Agenda

Date	WG Meeting	Main Agenda
14 Feb 2022	1st WG Meeting	· review of the content of the Mid- and Long-Term Training Plan, progress and planned activities of the plan, frequency of WG meetings, setting agendas for WG meetings, facilitator of WG meetings, revised TOR for the District Resource Teams (DRTs)
28 Jun 2022	2nd WG Meeting	· amendments of the TOR of DRTs, uploading of Upazila Development Plan training materials to Muktoppath, budget for the implementation of Training of Trainers (TOT) for DRTs, NILG's training plan for FY2022/23
22 Nov 2022	3rd WG Meeting	· Composition of DRT, NILG's training plan for FY2022/23, uploading of training materials to Muktoppath

At the first WG meeting, it was agreed that the Upazila Desk Officer, who is also a WG member, would set and prepare the agenda to be discussed at the WG meeting in advance and that the Upazila Desk Officer would act as a facilitator of the WG meeting. While the national consultants of the projects played these roles in the WG meetings for the development of the Mid- and Long-Term Training Plan in Phase 1, the Upazila Desk Officer took the lead in Phase 2. As WG meetings for the implementation of the Mid- and Long-Term Training Plan are scheduled to continue to be held even after the completion of the project, this confirmation that NILG will take the lead and play a role in this manner means that NILG can take ownership and proactively implement the Mid- and Long-Term Training Plan.

(2) Development of Web-Based Training for Upazila Parishad

1) Web-Based Training for Upazila Parishad Governance
Video content with voice narration in Bengali was developed based on basic training on the Upazila Parishad developed by UGDP in Phase 1. The contents comprised three topics: 1) Basic Function of the Upazila Parishad, 2) Basic Public Financial Management, and 3) Public Procurement Rule. They are disclosed on the NILG website, and anybody can access them[20] (As of November 2022).

The above-mentioned contents and the contents of the Upazila Integrated Development Plan described in the following section are utilized for UGDP activities. In addition, the video content on the indicators of UGDP's PA6 were also developed and utilized[21].

2) Web-Based Training for Upazila Integrated Development Planning
The training material for the formulation of the Upazila integrated development planning were prepared in the form of PowerPoint slides based on the manual, format, and Guideline on the Upazila Integrated Development Planning, which were prepared during Phase 1, with necessary explanations and illustrations to make them easier to understand for Upazila Parishad stakeholders. In Phase 2, the PowerPoint slides created in Phase 1 were converted into web content in video format. To make the content more familiar with the web format, each sub-unit was reorganized and an audio explanation in Bengali was added. In addition, short quizzes were created for each subunit to facilitate the learners' understanding. Table 2-12 presents the structure of the web-based training for Upazila integrated development planning.

Table 2-12 Structure of Web-based Training for Upazila Integrated Development Planning

No	Session Title	Number of Units	Number of Mini-Quizzes
1	Key Elements of Development Planning	1	1
2	What is Development Plan?	3	4
3	Formulation of Upazila Five-Year Plan (FYP) and Key Steps of FYP Cycle	14	14
4	Formulation of Annual Development Plan (AP) and Key Steps of AP Cycle	9	8
	Total	27	27

The web-based training content was uploaded to YouTube, a video-sharing platform. For the online training for the pilot Upazilas, a link to these YouTube training videos, and mini quizzes were posted on the training website developed by the UICDP to enable self-learning by each Upazila Parishad stakeholder. The training website was developed only for the purpose of conducting online training for the pilot Upazilas and was not available after the training as it was difficult for the UICDP expert team to continue maintaining and operating the website after the UICDP.

On the other hand, in order to enable online self-study by Upazila Parishad stakeholders after the UICDP, the training videos were posted on the NILG website by sub-unit, so that anyone can access them whenever they need. Although the training website contained mini quizzes and enquiry form to the UICDP expert team, the NILG website only contained links to the training videos on YouTube to avoid the burden of administration by NILG.

Examples of the training slides of Upazila integrated development planning that have been converted into web content is presented in Figure 2-4.

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[20] NILG Website: http://www.nilg.gov.bd/site/page/8d242e45-67f7-4f15-9f14-edcd3a448697/-
[21] The contents are being disclosed at the tentative server of UGDP, and they will be transferred to the ordinary server of UGDP after 2023. Current URL: https://www.pa6.ugdp-lgd.org/pa6_2022/reference/basic/

Note: Upper slides are English version, lower slides are Bangla version.

Figure 2-4 An Example of Web-based Training Slides of Upazila Development Planning

3) Uploading of Web-Based Training Contents to Muktoppath

The GOB has developed and operates Muktopaath, an online e-learning platform, as an a2i (access to information) initiative. The NILG is one of the partner organizations of Muktopaath and has experience in uploading a training course to Muktopaath. Therefore, the NILG is requested to upload the web contents of the Basic Training and Upazila Integrated Development Planning within the a2i format.

However, at the third WG meeting, it was found that the NILG did not have a2i account that can upload training material to Muktopaath. Therefore, the UICDP had no choice to give up the uploading of training material to Muktoppath.

Instead, the UICDP prepared a set of training material, including training videos, for Upazila development planning, and share it with BCSAA, LGED, BARD, RDA, and BIAM that are providing regular training courses to UNOs or Assistant Engineers. This will enable them to continuously use the training material developed by the UICDP even after the project completion.

(3) Collaboration with Other Training Institutes on Upazila Development Planning

1) Implementation of Upazila Development Planning Training at Other Training Institutes

UNOs, Upazila Engineers, and other TLD officers play key roles in the formulation and implementation of Upazila development plans. It is therefore important for these officers to acquire basic knowledge on Upazila development planning, however, as these officials are seconded from the central line departments, they are replaced every few years owing to personnel transfers. Thus, the project considered it effective to work with training institutes that provide regular training for these officers and to provide them with the Upazila integrated development planning training developed by the project, so that these officers acquired a certain level of knowledge on the Upazila integrated development planning. Thus, in Phase 2, the project promoted cooperation with the training institutes.

Specifically, coordination was made with the Bangladesh Civil Service Administration Academy (BCSAA) and the Local Government Engineering Department (LGED), which provide regular

training courses for UNOs and Upazila Engineers, who play a key role in the formulation and implementation of development plans for Upazila. As a result of the coordination with the two training institutes, a two-hour time slot was allocated to deliver the Upazila Integrated Development Planning training developed under the project in the following regular training courses.
- Fit-listed Upazila Nirbahi Officers (UNOs) Orientation Training Course (BCSAA)
- Special Foundation Training Course for Assistant Engineers of LGED (LGED)*
  (*Implementation of the training is entrusted to RDA, BARD, and BIAM by LGED)

The project supported these partner training institutes through PDs and national consultants, acting as lecturers. The training courses supported by this project are listed in Table 2-13. In conducting these training courses, participants were provided with the Guidelines for Upazila Integrated Development Planning and a manual prepared by the project.

Table 2-13 Training Institutes that Conducted Upazila Development Planning Courses

Date	Institutes	Training Course	Targets	No. of Participant
2 Dec 2021	BCSAA	Fit-listed UNOs Orientation Training Course	Newly appointed UNOs	29
22 Feb 2022	RDA	Special Foundation Training Course for LGED Engineers	Assistant Engineers of LGED	40
28 Feb 2022	BARD	Special Foundation Training Course for LGED Engineers	Assistant Engineers of LGED	40
12 Apr 2022	BIAM	Special Foundation Training Course for LGED Engineers	Assistant Engineers of LGED	30

[**Legend**] BCSAA: Bangladesh Civil Service Administration Academy, RDA: Rural Development Academy, BARD: Bangladesh Academy for Rural Development, and BIAM: Bangladesh Institute of Administration and Management

2) Implementation of Training of Trainers (TOT)
For Upazila integrated development planning training to continue to be provided to key officers in each Upazila in the regular training courses conducted by BCSAA and LGED after the project is completed, faculties from these partner training institutes need to be able to serve as lecturers for the Upazila integrated development planning training themselves. Therefore, training of trainers (TOT) was organized on 28 August 2022, inviting two to three faculty members each from BARD, BCSAA, BIAM, LGED, RDA, and NILG. Table 2-14 presents the participants from each training institutes who attended the TOT.

Table 2-14 Name, Training Institutes and Titles of the TOT Participants

No	Name	Institute	Title
1	Dr. Abdul Karim	BARD	Director
2	Ms. Fouzia Nasreen Sultana	BARD	Joint Director
3	Mr. Benzir Ahmed	BARD	Joint Director
4	Dr. Molla Mahmud Hassan	BCSAA	Director (Planning & Development)
5	Dr. K M Kamruzzaman Selim	BCSAA	Director (Administration)
6	Mr. Shafikur Redwan Arman Shakil	BCSAA	Deputy Director (Planning & Development)
7	Mr. Md. Abdul Malek	BIAM	Director (Training)
8	Mr. Md. Ahsan Habib	BIAM	Deputy Director (Training)
9	Mr. Mehadi Hasan	BIAM	Deputy Director (Administration & Development)
10	Mr. Taufique Kibria	LGED	Executive Engineer (Planning & Research Unit)
11	Mr. Mohammed Shafiullah	LGED	Executive Engineer (Planning & Research Unit)
12	Mr. Md. Shafiqul Islam	LGED	Executive Engineer (CRIMP)
13	Mr. Md. Shafiqul Islam	NILG	Joint Director (Administration & Coordination)
14	Mr. Md. Mahfuzar Rahman	NILG	Assistant Research Officer
15	Dr. Md. Shafiqur Rashid	RDA	Joint Director
16	Mr. Maruf Ahmed	RDA	Assistant Director

The UICDP provided the above training institutions with a set of guidelines, manuals, and training materials (in editable form, with training video files) developed by the project. In order for the Upazila Integrated Development Planning Training to continue to be conducted in the regular training courses conducted by BCSAA and LGED after the project completion, mainly by lecturers from the training institutions that have received the TOT, regular review of the training content by the LGD is required to ensure that the Upazila Integrated Development Planning is included in their training content. The set of relevant training materials provided by the UICDP can be used to lower the hurdles for these training institutions in conducting Upazila Integrated Development Planning Training.

(4) Review of Mid- and Long-Term Training Plan
With regard to the Mid- and Long-Term Training Plan, the WG for the implementation of the Mid- and Long-Term Training Plan has only recently been established and meetings have begun. Therefore, there is no need to review the content of the plan at this stage. The WG will review the Mid- and Long-Term Training Plan in the future, which should be discussed at WG meetings. In reviewing the plan, the WG will be required to address changes in the environment, such as the growing acceptance of online training by the people following the spread of the infection of COVID-19, and the need to implement training for Upazila stakeholders after the Upazila Parishad elections to be conducted in 2024.

The Mid- and Long-Term Training Plan points out the importance of well-planned trainings for Upazila Parishad stakeholders to coincide with the once-every-five-year Upazila Parishad election cycle from a mid- to long-term perspective, rather than planning trainings for each single year. The arrangement of the delivery of face-to-face training for all the Upazila Parishad stakeholders in national level only once-every-five-year is very difficult for NILG considering their limited resources, and specific consideration should be given to new ways of delivering training, including the use of District Resource Teams (DRTs) to deliver training in a phased manner and the introduction of online training. Furthermore, taking into account the term of elected representatives (Upazila Parishad Chairmen, Vice- Chairs, Female Vice-Chairs) who are elected through the Upazila Parishad elections, it is also recommended that, in addition to the basic training (Orientation Training) immediately after the Upazila Parishad elections, another training (Refresher Training) in the middle year of elections as proposed in the Mid- and Long-Term Training Plan should be considered.

2.2.4 Activities for Overall Implementation of the Project

(1) Preparation of Work Plan
In December 2020, the *Gyomu Jisshi Keikakusho* (Japanese for "Work Plan") was submitted to JICA, and approved by JICA. The Work Plan in English was approved at the third meeting of the Joint Coordinating Committee (JCC).

The amendment to the Technical Assistance Project Proposal (TAPP), which reflects the contents of the Work Plan, was submitted to the LGD in December 2020 and approved in May 2021 with some revisions. Thus, the Work Plan for Phase 2 was officially approved.

(2) Joint Coordination Committee
The fourth meeting of the Joint Coordination Committee (JCC) was held on 13 October 2022. The meeting of the Project Implementation Committee (PIC) was also held to supervise the overall activities of the UICDP. The dates of the JCC and PIC meetings during Phase 2 are presented below.
- 2nd meeting of PIC: 16 February 2021 (online)
- 4th meeting of JCC: 13 October 2022

After the beginning of Phase 2, a second PIC meeting was held in February 2021. Meetings were held online because of the COVID-19 pandemic. During the meeting, the PIC confirmed the approval status of the three (3) policy documents, that is, the Mid- and Long-Term Strategy, the Guidelines for Upazila Integrated Development Planning, and the Mid- and Long-Term Training Plan, reported the progress of

major activities such as the orientation to district- and Upazila-level stakeholders, and approved the Work Plan for Phase 2. The minutes of the meeting are enclosed in Appendix (5)-1. After the second meeting, the UICDP could not hold any PIC meetings, as the post of the National Project Director (NPD), who chairs the PIC meeting, became vacant.

The fourth JCC meeting was held in October 2022. During the meeting, the progress of the Annual Development Plan formulation at the respective pilot Upazilas was reported. The JCC also discussed the organization of the Project Wrap-up and International Seminar, and sustainability of project achievements including the handover to the UGDP. The minutes of the 4th JCC meeting are enclosed in Appendix (5)-2.

(3) Monitoring Sheet

The UICDP prepared monitoring sheets in cooperation with its counterpart organization, the LGD. These sheets aimed to monitor the achievement of the project's purpose and outputs, as well as the progress of the project activities with respect to its Project Design Matrix (PDM). UICDP prepared six (6) monitoring sheets in Phase 1 and prepared four (4) sheets, from version 7 to 10, in Phase 2. Each monitoring sheet was prepared in consultation with the Project Director (PD), finalized with the approval of the National Project Director (NPD), and submitted to JICA. Table 2-15 lists the monitoring sheets prepared during Phase 2.

Table 2-15 List of Monitoring Sheets Prepared During Phase 2

Ver.	Monitoring Period	Main Points
7	Mar 2020 – Dec 2020	• Monitoring sheet version 7 reported that the final drafts of the three (3) main deliverables, i.e., the Mid- and Long-Term Strategy, the Guidelines for Upazila Integrated Development Planning, and the Mid- and Long-Term Training Plan were prepared incorporating all the comments of the concerned ministries and departments, and the final approval process by the LGD was underway. • It also reported that the amendment of the Project Design Matrix (PDM) was approved in the third JCC meeting, and the Work Plan for Phase 2 was also approved. • It warned on the risk of stagnation of project activities, due to the COVID-19 pandemic.
8	Jan 2021 – Jun 2021	• Monitoring sheet version 8 reported that the three (3) main deliverables, i.e., the Mid- and Long-Term Strategy, the Guidelines for Upazila Integrated Development Planning, and the Mid- and Long-Term Training Plan were approved by LGD. • It also mentioned the amendment of the Technical Assistance Project Proposal (TAPP) was approved by LGD in May 2021. • It warned on the risk of stagnation of project activities, due to the COVID-19 pandemic. In particular, the delay of the training on Upazila development planning, and online follow-up activities and resumption of Japanese experts' travels were also reported.
9	Jul 2021 – Dec 2021	• Monitoring sheet version 9 reported that the circular was issued to disseminate the main project deliverables, i.e., Mid- and Long-Term Strategy, Guidelines for Upazila Development Planning, and Mid- and Long-Term Training Plan to all Upazilas, Districts and Divisions. • It also reported that the circular regarding the roles and responsibilities of DDLGs was issued to the concerned DDLGs of pilot District. • In addition, preparation of the SIC meeting, collaboration with BCSAA and LGED in terms of Upazila development planning training, and formulation of Annual Development Plans at pilot Upazilas were reported. • It also warned on the risk of stagnation of project activities, due to the COVID-19 pandemic. In particular, the lockdown measures undertaken by the government in July 2021 caused significant delays of project activities, and thus, online follow-up activities were implemented and Japanese experts' travel to Bangladesh was resumed.

Ver.	Monitoring Period	Main Points
10	Jan 2022 – Jun 2022	• Monitoring sheet version 10 reported the result of the first SIC meeting, training for Upazila development planning for pilot Upazilas, the Working Group meeting for the Mid- and Long-Term Training Plan, collaboration with BCSAA and LGED in terms of Upazila development planning training. • It also highlighted the collaboration meeting between the UICDP and UGDP where handover of support to SIC and SID from UICDP to UGDP, and joint implementation of UCDP's Upazila Performance Monitoring and UGDP's Performance Assessment. • It reported that the situation of COVID-19 had improved in March 2022, and thus both the online and on-site activities were implemented.

(4) Various Measures for Upazila Governance Improvement

1) Project Wrap-up and International Seminar

The Project Wrap-up Seminar was organized on December 4, 2022, aiming to disseminate the project achievements and to discuss future activities for Upazila governance improvement among stakeholders. On this occasion, the International Seminar on Local Governance was also organized to discuss how the local government system in Bangladesh should be in the near future. Approximately 100 stakeholders participated in the seminar, including LGD officials, those from the concerned ministries and departments, districts and Upazilas, development partners, and others.

The project achievements were presented by the consultant team during the first half of the seminar. Thereafter, stakeholders discussed the implementation of the Upazila government's improvement. In the second session, Professor Masao Kikuchi, Department of Public Management, Meiji University, presented the history of Japan's local government system and the variation of local government systems in other countries. Thereafter, Dr. Salahuddin M. Aminuzzaman, Honorary Professor, Department of Public Administration, Dhaka University, presented the Bangladeshi local-government system. Following these keynote speeches, Mr. Md. Akram Husain, former Additional Secretary and Senior Advisor of the Consultant Team, moderated the panel discussion. Professor Mobasser Monem, Department of Public Administration, Dhaka University, Mr. Amitavh Sarkar, former Secretary, Government of Bangladesh, and Professor Ferdous Arfina Osman, Chairman, Department of Public Administration, Dhaka University, participated in this session as panelists. During the panel discussion, the types of legal frameworks that would be appropriate as per the socioeconomic development of the country were discussed. Table 2-16 demonstrates the summary of Project Wrap-up and International Seminar.

Table 2-16 Summary of Project Wrap-up and International Seminar

Objective	• To wrap-up UICDP's activities, share UICDP's major achievements, and discuss how the achievements can be utilized for future development of local government system in Bangladesh. • To establish a common understanding about the necessity to start the discussion on future challenges in local government system in Bangladesh.

Program	**First Session: Project Wrap-up Seminar**
	• UICDP's achievements
	• Way forward
	
	Second Session: Project Wrap-up Seminar
	• Keynote Speech 1 (Prof. Masao Kikuchi, Meiji University, Japan)
	  - History of Japan's local government system and its transition
	  - Overview of Japan's local government system
	• Keynote Speech 2 (Honorary Prof. Salahuddin M. Aminuzzaman, Dhaka University)
	  - Local government system in Bangladesh and Existing challenges
	  - Way forward
	• Panel Discussion

2) Collaboration Meeting with UGDP

A collaboration meeting between the UICDP and the UGDP was organized on June 9, 2022, to discuss the support mechanism to the LGD and Upazila Parishads after the completion of the UICDP. Both PDs attended the meeting and arrived at two decisions: 1) joint implementation of the Upazila Performance Monitoring (UPM) of UICDP and the sixth Performance Assessment (PA6) of UGDP, and 2) handover of support to SIC and SID from UICDP to UGDP. The decisions were approved by the PSC of UGDP on 21 June 2022, and the JCC of UICDP on 13 October 2022.

(5) Public Relations

Public relations activities were conducted to disseminate the activities of this project to LGD and other central government officials, pilot Upazilas officials, and other people interested in the governance and local administration of the country government in Bangladesh.

As a major public relations activity, a leaflet introducing the project outline was prepared and widely distributed to Bangladeshi stakeholders at various training sessions and meetings; paper files, notebooks, and eco-bags printed with the project introduction were distributed to training participants and others, as in Phase 1.

Moreover, through Facebook, launched in August 2019 during Phase 1, the project continued to post articles in English and Bengali on the progress of project activities, trainings, and meetings during Phase 2 to promote the project. The articles posted on Facebook pages are listed in Table 2-17. In addition, some articles were posted on the Facebook page of the JICA Bangladesh Office to publicize the activities of this project.

Table 2-17 Articles posted on the project's Facebook page

Date	Article
13 Apr 2021	Training on Upazila Development Planning for Upazila Chairmen, UNOs, and Upazila Engineers
25 Apr 2021	Preparatory meeting with the Project Director
3 May 2021	Orientation Seminar for DDLGs
2 Jun 2021	Web-based Training on Development Planning
14 Jul 2021	Meeting with DDLGs
6 Sep 2021	Introduction to the articles (UICDP-3) published in "The Success Stories of the JICA Governance Program"
7 Sep 2021	Introduction to the articles (UICDP-2) published in "The Success Stories of the JICA Governance Program"
12 Sep 2021	Introduction to the articles (UICDP-1) published in "The Success Stories of the JICA Governance Program"
14 Sep 2021	Announcement of publication the compiled book of three policy documents relating to the Upazila Parishad prepared by UICDP and supported by JICA & NILG
21 Sep 2021	Brief description of the Upazila Integrated Capacity Development Project
11 Oct 2021	UICDP Consultant team paid a courtesy call on Deputy Commissioner (DC) and Deputy Director, Local Government (DDLG) of Mymensingh District on 10 October 2021
12 Oct 2021	Workshop on "Strengthening the Capacity of Committee on Violence against Women and Children"
19 Oct 2021	UICDP organized a periodical meeting with the DDLGs of the Pilot Districts to review the progress of AP formulation of the pilot Upazilas.
28 Dec 2021	BCSAA includes a Session on Upazila Development Planning in their Training Course for Fit-listed UNOs
17 Feb 2022	1st meeting of Strategy Implementation Committee (SIC) under Local Government Division (LGD) held
2 Mar 2022	RDA & BARD introduced sessions on Upazila Development Planning in their Foundation Training Course for the Engineers of LGED

Date	Article
13 Mar 2022	UICDP Organized Web-based Training on Upazila Development Planning for the Second Time
13 Mar 2022	Young LGED Engineers received lectures on Upazila Development Planning
21 Mar 2022	JIGO Newsletter published two articles of UICDP in the March edition
17 Apr 2022	BIAM Introduced a Session on Upazila Development Planning for the Engineers of LGED
16 May 2022	The Follow-up Training on Upazila Development Plan for Upazila Functionaries organized by District Administration
7 Jun 2022	JICA Local Governance Advisor visited UICDP and UGDP areas
14 Jun 2022	UICDP and UGDP organized a meeting on collaboration
14 Jun 2022	JIGO Newsletter published the success story of UICDP and the article on the training on Upazila Development Planning.
19 Jul 2022	NILG introduced an e-learning course on development planning at the Upazila-level
4 Sep 2022	The 2nd meeting of Strategy Implementation Committee (SIC) under Local Government Division (LGD) held
7 Sep 2022	UICDP Organizes Training of Trainers -TOT Course on Upazila Development Planning

3   Challenges, Measures, and Lessons of Project Implementation

3.1 Project Implementation Mechanism

The Joint Coordination Committee (JCC) was established as the decision-making body of the Upazila Integrated Capacity Development Project (UICDP). The Project Implementation Office is formed under the JCC and comprises a National Project Director (NPD), a Project Director (PD), and two (2) Deputy Project Directors (DPDs) on the Bangladeshi side, with a team of experts on the Japanese side. The PD supervises daily operations with the support of the DPDs, whereas the NPD is responsible for key decision-making.

Furthermore, the UICDP selected pilot Upazilas while implementing activities to prepare and monitor development plans therein. In Phase 2, 65 pilot Upazilas were selected. A District Coordinator was assigned to the office of the Deputy Director, Local Government (DDLG) of each pilot district, to support the activities of pilot Upazilas.

Figure 3-1 shows the basic structure of UICDP implementation.
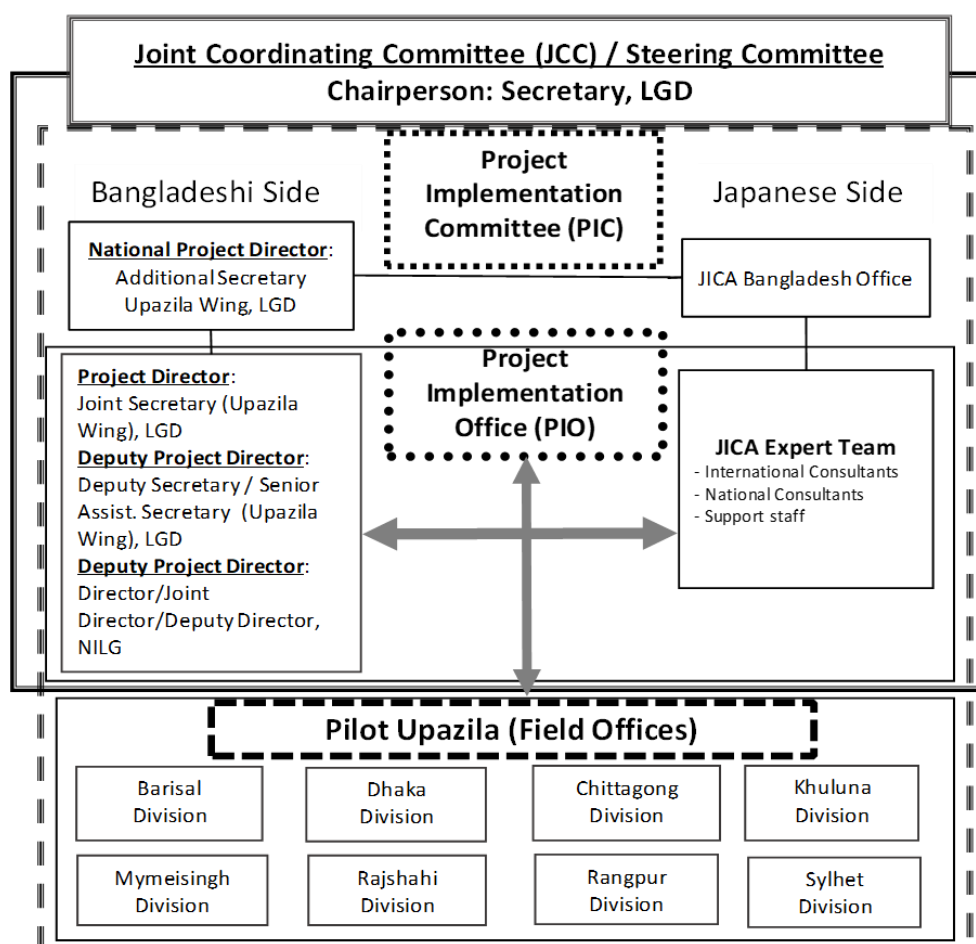
Figure 3-1 Project Implementation Structure of UICDP

3.2 Challenges and Measures in Project Implementation

This section describes the challenges identified throughout the period of the UICDP, including those identified in the Progress Report of Phase 1. Measures to overcome these issues are also presented.

(1) Communication with LGD
As described in the Progress Report of Phase 1, the Project Implementation Office of UICDP is situated within the National Institute of Local Government (NILG), far from the Local Government Division (LGD) at the Secretariat. Commuting from the NILG to the Secretariat takes at least one hour and two or more hours in heavy traffic conditions. Additionally, a Secretariat Pass is required to enter the Secretariat, making it difficult for Japanese experts to communicate with LGD frequently.

Therefore, the UICDP instituted a national consultant team that communicated with the LGD daily in the absence of Japanese experts. Specifically, a former government official holding a Secretariat Pass was recruited to access LGD and frequently communicate with PD and NPD. This implementation system ensured smooth communication between PD and NPD, thereby contributing to the effective implementation of project activities. Hence, the UICDP retained this implementation system during Phase 2, with the national consultant team playing a vital role.

Furthermore, as the online meeting system has rapidly spread during the outbreak of the COVID-19 pandemic, the UICDP team could communicate smoothly with LGD regarding the implementation of project activities by utilizing an online meeting system.

(2) Sharing Common Understanding about Policy Challenges among Stakeholders
The Mid- and Long-Term Strategy presents major challenges and necessary policy measures in relation to Upazila Parishad governance. During Phase 1, several meetings and consultations were held during the strategy formulation process. In addition, during Phase 2, the progress of each policy action or the Strategic Components listed in the strategy was monitored through SIC meetings. However, the personnel transfer of NPDs and PDs occurred several times, and thus it was difficult to establish a common understanding among LGD officials and the expert team regarding the issues of Upazila Parishad governance presented in the strategy, although some specific and individual issues were discussed during SIC meetings and other occasions.

For instance, LGD's guidance, formulation of relevant guidelines and manuals, and provision of training are insufficient to promote the formulation of a superior quality Upazila development plan. Therefore, certain additional factors need to be explored, such as the examination of the relationship between Upazila Parishad and transferred line departments (TLDs), the confirmation of operational status of Upazila Committees, and the relation of development plans with the development budget or Annual Development Plan (ADP) fund. With such a comprehensive view of Upazila governance, individual issues can be effectively and efficiently addressed, and the sustainability of each activity will increase. However, as personnel transfers occurred frequently during the project period, it was difficult for the UICDP to establish a common understanding of the policy issues among LGD officials and expert team members.

For the improvement of Upazila Parishad governance, and for the development of the policy capacity of LGD that is responsible for preparing the enabling environment of Upazila governance improvement, it would be effective to have a forum to discuss all policy issues. Lessons and knowledge obtained from the UICDP activities, such as the actual situation of Upazila Parishads, gaps between laws and actual situations, and the background reasons for the gaps, can be shared at such a forum. This will lead to a constructive discussion that creates a concrete linkage between a policy and the gaps on the ground, which will eventually contribute to the formulation of improved policies.

Such gaps and challenges are identified and presented in the Mid- and Long-Term Strategy. The important results are presented below.

- The Upazila Parishad Act stipulates that seventeen (17) line departments be transferred to Upazila Parishad. However, officers of such transferred line departments (TLDs) have a sense of belonging to the department, not to Upazila Parishad. Such a sense of belonging is caused by the

current personnel management system of TLDs, and thus, is not easily changed. In addition, taking into account the capacity of Upazila Parishad, it is not realistic for Upazila Parishad to manage all the projects and schemes of TLDs to be implemented at the Upazila level. Rather, it would be effective for TLDs to manage them. It is, therefore, necessary to comprehensively examine and discuss whether the current system of transfer is effective, and what type of personnel management system and budget system need to be required.

- Most Upazila Parishads formed their Upazila Committees as per the Upazila Parishad Act, however, the committees were not necessarily operationalized. For example, many Upazila Parishads are unable to hold meetings in accordance with the Act that requires Upazila Parishads to hold committee meetings every two months. The reasons why the committee system is not operationalized include: 1) the legally stipulated frequency of the committee is less than the Upazila monthly meetings; and 2) the structure of the committee, comprising Upazila Vice-Chair as the Chairperson of the committee and two Union Parishad Chairpersons as members, is insufficient to discuss sector-specific issues. It is, therefore, very difficult to implement the Upazila Committee system as stipulated by the Upazila Parishad Act. In this connection, it is necessary to examine and discuss if the current Upazila Committee system is effective and is practical, by redefining the purpose of the Committee system and the roles of the Committees, revisiting the members of the Committees, and considering the frequency of the meeting and operational procedures.

- Most Upazila Parishads, excluding those that received assistance from any projects, did not formulate their Five-Year Plans (FYPs) and the Annual Development Plans (APs), although the Upazila Parishad Act requires formulating the FYPs and APs. Similarly, many Upazila Parishads are unable to prepare an Annual Financial Statement. This is caused by institutional problems such as insufficient manpower. Therefore, it is necessary to examine and discuss if the current institutional structure is effective and what institutional structure would be effective for Upazila Parishads to perform their legal duties properly.

To effectively discuss the above issues and other policy issues, it is necessary for the LGD to create a policy forum where stakeholders can discuss the gaps between the Act and actual status on the ground, and establish common understanding about the policy issues regarding Upazila Parishad governance. Continuous discussion at such forums can create a common understanding of necessary policy actions, and will ultimately contribute to the better Upazila Parishad governance. In this context, the SIC can be a such forum. As JICA Local Governance Advisor and JICA Bangladesh are supposed to participate in the SIC meeting, the issues above can be discussed effectively if they can facilitate the LGD to take necessary policy actions.

(3) Implementation System at the District- and Upazila-Level

From Phase 2 of the UICDP, the pilot Upazilas were extended to sixty five (65). All sixty three (63) Upazilas in eight (8) Districts were selected, and two more Upazilas, Ukhiya and Teknaf, were added. As the number of pilot Upazilas increased, it became difficult for the UICDP to provide intensive support to each pilot Upazila. Thus, during Phase 2, the UICDP focused on the involvement of the Deputy Director, Local Government (DDLGs) of the pilot districts. In addition, the District Coordinators were assigned under the DDLGs, and a monitoring mechanism in which the status of pilot Upazilas was properly and timely shared with the DDLGs was established.

To establish the district-level monitoring system, at the beginning of Phase 2, the UICDP organized an orientation session for the DDLGs, wherein, the Project Director (PD) explained the DDLG's roles, the importance of Upazila development planning, and the importance of DDLG's intervention in the formulation of Upazila development plans. In addition, before beginning the training on Upazila development planning for the pilot Upazilas, PD organized a meeting with the DDLGs to raise their awareness about Upazila development planning. The UICDP also held meetings with the DDLGs to share the progress of the formulation of development plans at each pilot Upazila and requested the DDLGs to follow up with the Upazilas whose progress was significantly delayed. This monitoring and

follow-up system by the DDLGs was effective to a certain extent. The DDLGs provided direct guidance to the UNOs of pilot Upazilas, where the formulation of development plans was delayed, and consequently, the formulation status of such Upazilas was significantly improved.

(4) Capacity Strengthening of NILG and Training Implementation Mechanism
During Phase 2, the UICDP piloted new initiatives in parallel with its originally planned support for the NILG. More specifically, the UICDP pursued collaboration with other training institutes to provide key personnel to Upazila Parishads, and piloted an online training system to enhance the capacity of Upazila stakeholders. The UICDP also encouraged NILG staff to operate the Working Group for the Implementation of the Mid- and Long-Term Training Plan on a regular basis. The challenges identified in these activities are as follows:

1) Operation of the Working Group for the Mid- and Long-Term Training Plan
Regarding the Working Group (WG) for the implementation of the Mid- and Long-Term Training Plan, the UICDP encouraged the NILG staff to initiate and organize meetings. In particular, the Upazila Desk Officer, who is in charge of training for Upazila stakeholders at NILG, took the initiative to prepare meeting agenda and material and organize WG meetings. However, the UICDP team refrained from providing direct support for operationalizing WG. The UICDP encouraged WG members to hold meetings and participated as observers. Consequently, the NILG could hold three (3) meetings, although the frequency of meetings was lower than originally planned.

In this way, the implementation mechanism of Mid- and Long-Term Training Plan was established to some extent. Under this mechanism, NILG staff can discuss how training for Upazila stakeholders would be provided. However, it is undeniable that under the current organizational setup and available financial and administrative resources, it is difficult for the NILG to maintain this momentum to operationalize the WG after the completion of the UICDP. Therefore, it is recommended that until the WG operation is on schedule, the LGD and/or JICA Local Governance Advisor encourage the Director, Training & Consultancy, and Upazila Desk Officer of the NILG to hold WG meetings regularly.

2) Collaboration with Other Training Institute
As both UNOs and Upazila engineers are key officers in the formulation of development plans in Upazila, it would be effective if the UICDP could collaborate with the Bangladesh Civil Service Administrative Academy (BCSAA) and the Local Government Engineering Department (LGED) because the BCSAA provides training for newly appointed UNOs and LGED provides training for Assistant Engineers[22] regularly. In this connection, the UICDP coordinated with these institutes and agreed to incorporate the Upazila integrated development planning training developed by the UICDP into their regular training program. Through this collaboration, training on Upazila integrated development planning will continue to be provided by these institutes to the key people of Upazila Parishads.

From December 2021 to April 2022, Project Directors and a professor at Dhaka University, and senior consultants of the UICDP, served as trainers in the training courses of BCSAA and LGED, and training of trainers (TOT) for faculty members of these institutes was conducted in August 2022. As LGED entrusted the Bangladesh Academy for Rural Development (BARD), Rural Development Academy (RDA), and Bangladesh Institute of Administration and Management (BIAM) with conducting training for Assistant Engineers, faculty members from these three institutes also participated in the TOT. In addition, faculty members of the NILG participated in the TOT. Thus, to strengthen the capacity of UNOs and Upazila engineers, who are the key administrative officers in Upazila, a structure was implemented to provide continuous training to them. It can be said that the project has laid the foundation for the continued roll-out of the Upazila integrated development

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[22] An Assistant Engineer-level staff member of LGED is posted at an Upazila as an Upazila Engineer.

planning to Upazilas across the country.

However, it is necessary to further strengthen the training system for newly appointed UNOs and LGED Assistant Engineers. LGD, therefore, needs to keep monitoring the training implementation status at these institutes and check if the training is properly provided to the newly appointed UNOs and Assistant Engineers.

3) Training Implementation Mechanism Considering the Limitations of NILG's Capacity
As indicated in the Progress Report of Phase 1, the NILG is responsible for training delivery for all LGIs. By the end of November 2022, Bangladesh had 64 districts: 495 Upazilas, 4,562 Unions, 12 City Corporations, and 330 Paurashavas. This number far exceeds the organizational, budgetary, and physical capacity of NILG, and it would be impractical for NILG to provide the necessary training to all LGIs. In fact, only a few LGIs are covered by the training provided by the NILG.

In Phase 1, the UICDP supported the NILG from the perspective of what should be done within these constraints. During discussions in the WG for the development of the Mid- and Long-Term Training Plan, a mechanism was proposed to organize District Resource Teams (DRTs) at the district level, which would provide training to their respective Upazilas, and this was included in the Mid- and Long-Term Training Plan. During Phase 2, efforts to form DRTs through training for DRT stakeholders were made to a certain extent by the initiative of the NILG, however, not to the extent that DRTs have been formed and are functioning in all Districts. To form such a structure and make it operationalize at all Districts, the NILG needs to make further efforts to increase the number of training courses and LGIs that can receive training and also to secure the budget needed to establish such a structure.

From this perspective, the project promotes the use of e-learning. The spread of the COVID-19 pandemic has increased the understanding of online training, thus, the content of the Upazila integrated development planning training was developed into e-learning material and posted on the NILG website. A series of online training sessions were also provided to the Upazila stakeholders. However, the effectiveness of online training is comparatively lesser than that of in-person training, although online training can cover many participants at a lower cost. Therefore, it is important to have both online and in-person training options and select the appropriate mode according to the objective of training. However, as the knowledge and experience of the NILG is not sufficient for online training, it is recommended to use the online training program developed by the UICDP and further improve the program regularly.

Furthermore, as mentioned in 2) above, Phase 2 of the UICDP pursued collaboration with other training institutes, such as BCSAA and LGED, which provide regular training for newly appointed UNOs and Assistant Engineers. Specifically, coordination was made to incorporate the Upazila integrated development planning training into their regular training programs provided by these institutes. Agreement regarding its incorporation was obtained from both institutes. Training of trainers (TOT) was also provided to the faculty members of these institutes.

(5) Efficient Monitoring System using Information and Communication Technology
Upazila Governance Monitoring was piloted in Phase 2 using information and communication technology (ICT). Although the MIE Wing of LGD is primarily responsible for monitoring governance performance at the local level, monitoring has rarely been executed. If we examine individual projects, local governance performance monitoring was implemented by outsourced survey teams, and they visited target local governments spending several million Bangladeshi Taka, such as the Upazila Performance Assessment by UGDP and Union Performance Monitoring by LGSP.

The UICDP designed and developed an online system for monitoring the governance status of Upazila Parishad, and the system enabled efficient monitoring by concerned people. Since Upazila Governance Performance Monitoring by UICDP was implemented in combination with the 6th Upazila Performance

Assessment (PA6) by UGDP, and the target Upazilas were expanded from 65 pilot Upazilas to all 492 Upazilas in Bangladesh, it has become a valuable trial for future national rollout.

The government of Bangladesh is promoting the use of ICT as a national policy under the title of "Digital Bangladesh," and there is a certain amount of technological accumulation at the private sector level; therefore, it can be said that the foundation for building ICT systems exists. However, ICT has not necessarily been used by LGD in a positive way, and the utilization of ICT is not progressing in LGD even when MIE Wing has developed and utilized an MIS system.

Regarding the Upazila Governance Performance Monitoring by UICDP, the monitoring activity was substantially streamlined in terms of "time" and "cost" in comparison with previous other similar activities owing to the utilization of the online system. It is also expected that the results of the pilot activity using the online system will be verified to identify areas of improvement after the completion of PA6 by the UGDP. It is strongly recommended that LGD will enhance the effectiveness of monitoring systems using ICT, considering the pilot result of UGDP.

4   Achievement of Project Purpose

4.1 Overall Status

All the indicators of the Project Purpose, Output 1, 2 and 3 defined in the Project Design Matrix (PDM) were achieved by the activities during Phase 1 and 2. This section presents the achievements of these indicators with detailed status.

4.2 Achievement of Project Purpose

Below are the Project Purpose, and its indicators. All indicators were achieved.

Project Purpose To establish a framework to improve "comprehensive coordination capacity" of Upazila Parishad. **Indicator 1** 30% of the Strategic Components listed in the roadmap of the Mid- and Long-term Strategy for Upazila Parishad Governance Improvement are implemented. **Indicator 2** 50% of the extended pilot Upazila Parishads formulate their respective APs, based on the Guidelines for Upazila Integrated Development Planning. **Indicator 3** At least three (3) government training institutes develop training programs based on the Guidelines and Manual for Upazila Integrated Development Planning.

The achievement status of each indicator is presented below.

(1) Achievement of Indicator 1

A total of 66 Strategic Components were listed in the Mid- and Long-Term Strategy. Out of 66, 24 (36.4%) were implemented.

(2) Achievement of Indicator 2

Out of 65 pilot Upazilas, 37 (56.9%) formulated their Annual Development Plans for FY 2022/23 based on the Guidelines for Upazila Integrated Development Planning.

(3) Achievement of Indicator 3

Three government training institutes, namely the National Institute of Local Government (NILG), Bangladesh Academy for Rural Development (BARD), and Rural Development Academy (RDA), developed training programs based on the Guidelines and Manual for Upazila Integrated Development Planning.

Furthermore, two (2) more institutes, namely the Bangladesh Civil Service Administration Academy (BCSAA), which provides training to UNOs, and the Local Government Engineering Department (LGED), which provides training to Assistant Engineers, agreed to integrate the UICDP's Upazila development planning training into their regular training. The UICDP thereafter provided training of trainers (TOT) to the faculty members of the BCSAA and LGED, and the NILG, BARD, and Bangladesh Institute of Administration and Management (BIAM) that implemented such training commissioned by the LGED. Sixteen (16) faculty members participated in the training.

4.3 Achievement of Output 1 (Mid- and Long-Term Strategy)

Below are the Output 1, and its indicators. All indicators were achieved.

> **Output 1**
>   Mid-term strategy for Upazila Parishad Governance Improvement is developed and its implementation mechanism and monitoring system is established.
> **Indicator (1)**
>   Mid-term strategy for Upazila Parishad Governance Improvement is approved by LGD.
> **Indicator (2)**
>   The monitoring guidelines are drafted and implemented in the pilot Upazila Parishads.

The achievement status of each indicator is presented below.

(1) Achievement of Indicator 1
The Mid- and Long-Term Strategy was approved by the LGD in February 2021 and circulated to all the Upazila stakeholders and concerned ministries and departments on 16 August 2021 (Memo No. 46.045.015.00.00.02.2018-459).

The Strategy Implementation Committee (SIC) and Strategy Implementation Desk (SID) were established as the implementation mechanism and monitoring system of the strategy.

(2) Achievement of Indicator 2
The guidelines for Upazila Performance Monitoring (UPM) were drafted and implemented by the UGDP. As the UPM was decided to be implemented in collaboration with the UGDP, guidelines are being implemented targeting all Upazila Parishads. The implementation by the UGDP will end after the completion of the UICDP, and thus, the implementation results have not yet been reviewed.

4.4 Achievement of Output 2 (Upazila Integrated Development Planning)

Below are the Output 2, and its indicators. All indicators were achieved.

> **Output 2**
>   Model for Upazila Integrated Development Plan and related guidelines are developed.
> **Indicator (1)**
>   Guidelines of Upazila Integrated Planning is approved by LGD.
> **Indicator (2)**
>   50% of the extended pilot Upazila Parishads formulate their respective APs for FY 2021/22, with at least 10 sectors included in their respective situation analyses.
> **Indicator (3)**
>   Number of Upazilas which formulate development plans through coordination with Union Parishads and Pourashavas.
> **Indicator (4)**
>   At least one workshop/training to share good practices among extended pilot Upazila Parishads is conducted per year.

The achievement status of each indicator is presented below.

(1) Achievement of Indicator 1
The Guidelines for Upazila Integrated Development Planning were approved by the LGD in February 2021. The guidelines were also circulated to all Upazila Parishads in September 2021. In addition, a reminder was circulated to all Upazila Parishads by the LGD in May 2022.

(2) Achievement of Indicator 2
In Phase 2, assistance was provided in the formulation of annual development plans beginning in 2021 based on the Guidelines for Upazila Integrated Development Planning approved by the LGD. Of the 65 pilot Upazilas, 40 (61.5%) had a Situation Analysis that included 10 sectors in their 2022/23 Annual Development Plans.

Of the 65 pilot Upazilas, 34 (52.3%) had a Situation Analysis that included the 10 sectors in their 2021/22 Annual Development Plans.

This indicator was supposed to check the status in the 2021/22 Annual Development Plan. This is because the project was scheduled to end in December 2022 when Phase 2 of the activity plan was developed, and it was possible that information on the status of each pilot Upazila's annual development plan would not be collected and analyzed in time.

(3) Achievement of Indicator 3
In the FY 2022/2023 Annual Development Plan, the number of pilot Upazilas that included analysis of Union and Paurashava issues was 43 (66.2%) of 65 Upazilas.

In the FY 2021/2022 Annual Development Plan, the number of pilot Upazilas that included analysis of Union and Paurashava's issues was generally lower, at 14 (21.5%) of 65 Upazilas. In response to this result, this point was indicated during the FY2022/23 training and follow-up by the DDLG and District Coordinators, and the number of pilot Upazilas that included analysis of Union's and Paurashava's issues in the annual development plan was increased to 43 (66.2%) Upazilas.

The indicator did not specify a specific achievement level, however, this was owing to the fact that the indicator was added at the final stage of the LGD's internal approval for the revision of the PDM and was established without sufficient scrutiny by the consultant team. Therefore, after having had consultations with the LGD and JICA Bangladesh Office, it was decided that it would be appropriate to judge whether the achievement level of this indicator was 50% or more by applying Indicator 2.

(4) Achievement of Indicator 4
In Phase 2, after the pilot Upazilas formulated their annual development plans, follow-up trainings, and review workshops were held to provide the pilot Upazilas with opportunities to learn about the problems and challenges they faced during the formulation process and how to resolve them. In FY2022/23, a review workshop on the annual development plan was held at each pilot District level starting in October 2022, At the review workshops, good practices were shared with Upazilas at the pilot Districts.

Eight (8) good practices were identified during the formulation process of the 2021/22 Annual Development Plan. They were compiled into a good practice report in March 2022. These good practices were also posted on the NILG website and are widely used as training material. In addition, the best practices of the three Upazilas (Ullapara, Bakerganj, and Chuadanga Sadar) in FY2021/22 are included in the Success Stories of JICA Governance Program published by the JICA Bangladesh Office.

4.5 Achievement of Output 3 (Mid- and Long-Term Training Plan)

Below are the Output 1, and its indicators. All indicators were achieved.

> **Output 3**
> Capacity of NILG and related institutions to implement trainings for Upazila Parishad stakeholders is strengthened.
> **Indicator (1)**
> Mid- and Long-term Training Plan for Upazila Parishad Functionaries (2020-2030) is approved by LGD.
> **Indicator (2)**
> 50 faculty members from NILG and government training institutes receive TOT using training materials by UICDP.

The achievement status of each indicator is presented below.

(1) Achievement of Indicator 1

The Mid- and Long-Term Training Plan was approved by the LGDs in February 2021, distributed to relevant stakeholders, and uploaded on the NILG website[23]. Based on the description of the Mid- and Long-Term Training Plan, a Working Group (WG) for the implementation of the Mid- and Long-Term Training Plan was established within the NILG in December 2021 and held its first and second meetings on 14 February 2022 and 28 June 2022, respectively.

(2) Achievement of Indicator 2

By the end of Phase 1, 53 lecturers from NILG, BARD, and RDA attended the training of trainers (TOT) for the Upazila integrated development planning training, which was conducted using training materials developed by the project.

In Phase 2, 16 faculty members from BARD, BCSAA, BIAM, LGED, RDA, and NILG participated in the training of trainers (TOT) for the Upazila integrated development planning training at the Central Training Unit of LGED in August 2022.

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[23] NILG Website: http://nilg.portal.gov.bd/site/files/379898cf-e082-4c0e-9c03-ea3fca508dc7/-

5   Recommendation to Achieve Overall Goal

5.1 Current Status of the Overall Goal and Prospect of Achievement

The overall goal and its indicators are presented below.

> **Overall Goal**
> Promoting development works and public service delivery, based on the regional characteristics, through strengthened capacity of Upazila Parishad
> **Indicator 1**
> 60% of the Strategic Components listed in the roadmap of the Mid- and Long-term Strategy for Upazila Parishad Governance Improvement are implemented.
> **Indicator 2**
> 60% of the Upazila Parishads nationwide formulate their respective APs, based on the Guidelines for Upazila Integrated Development Planning.

Below presented are the prospect of the achievement of the indicators of the Overall Goal.

(1) Prospect of Achievement of Indicator 1
The Mid- and Long-Term Strategy indicates 66 Strategic Components. Therefore, 40 or more Strategic Components need to be implemented to achieve more than 60%. According to a report at the third meeting of the Strategic Implementation Committee (SIC), 24 were implemented, 20 were partially implemented, and 22 were not implemented. As the sum of "implemented" and "partially implemented" is 44, implementing 40 or more Strategic Components is achievable, although it is not easy.

SIC is responsible for monitoring the implementation status of a strategy and providing overall guidance to stakeholders. Therefore, SIC's roles and responsibilities are important. As mentioned before, support for SIC will be handed over to the UGDP. Thus, the UICDP shared the relevant information and data with the UGDP, prepared the handover materials, and undertook other necessary measures to ensure proper support by the UGDP to the SIC.

(2) Prospect of Achievement of Indicator 2
As there are 495 Upazila Parishads in the country, 60% of all Upazilas are 297 Upazilas. Therefore, 297 Upazila Parishads are required to formulate the Annual Development Plans (AP) based on the Guidelines for Upazila Integrated Development Planning. During Phase 2 of the UICDP, 37 (56.9%) of pilot Upazilas out of 65 formulated their APs based on the guidelines. Considering this achievement level of the UICDP, it is difficult to achieve Indicator 2, achieving 60% or more Upazilas formulation of APs.

However, during Phase 2, it was established that many pilot Upazilas can formulate their APs at certain levels with clear guidance of LGD to respective Upazilas, preparation of standard training materials, organization of online training, and follow-up of DDLGs, even without direct support from the District Coordinators. Thus, if the LGD has strong initiative and commitment, it is not impossible to achieve Indicator 2. In this respect, as written in 3.2.1 (4), follow-up support by the JICA Local Governance Advisor and the JICA Bangladesh Office will increase the possibility of achieving Indicator 2.

5.2 Recommendation to Achieve Overall Goal

In order to implement the Strategic Components and formulate APs, both of which are indicators of the Overall Goal, it is necessary for LGD to keep the current commitment after the completion of the UICDP. Such a strong commitment is a precondition for the achievement of the Overall Goal. With this LGD's commitment, the Overall Goal is considered achievable with support from JICA or the other

development partners. Necessary measures to be implemented by stakeholders to achieve the Overall Goal are presented below.

- It is necessary to facilitate the LGD to organize the SIC meeting, monitor the implementation status of the Strategic Components, and continue discussing the implementation plan. In this context, it is necessary to support the Strategy Implementation Desk (SID) to collect and analyze the relevant information, and present the analysis results at the SIC for further discussion. As the support to the SIC and SID will be handed over to the UGDP, the UGDP needs to provide extensive support for the regular organization of the SIC meeting and facilitation of the discussion on the implementation status of the Strategic Component. This could increase the possibility to achieve Indicator 1.

- To encourage Upazila Parishads to formulate their APs, it is critical for the LGD to circulate a reminder letter every year. It is, therefore, considered effective to remind the LGD of issuing the reminder in February every year, and to encourage the DDLGs to provide technical assistance to Upazilas within their respective Districts. In addition, follow-up by LGD to DDLGs and Upazila Parishads through online meeting is effective to mobilize the stakeholders at the Upazila level. It is also effective to introduce online training materials regarding Upazila development planning. Such remind letter and follow up are not so difficult because the UICDP already developed training materials and other relevant documents. Through the SIC meeting and other occasions, the Upazila Section of the LGD needs to make a strong commitment to take the above actions.

Although the indicators require the implementation of 60% or more Strategic Components and 60% or more Upazilas' formulation of development plans, the LGD essentially needs to pursue 100% implementation and formulation. In terms of the Strategic Components, most, except for those requiring political commitment, are achievable if the LGD has a strong commitment to implement them. In particular, the LGD should begin with annual financial statement, special budget meeting/ general budget session, and asset register that can be implemented soon. Similarly, with respect to AP formulation, all Upazila Parishads need to formulate their APs in accordance with the Upazila Parishad Act and Upazila Development Planning Guidelines because development plans are the basic instruments for administrative bodies to plan and implement development projects.

Considering the current institutional capacities of the LGD and Upazila Parishads, it is not easy to achieve the Overall Goal. However, the LGD and Upazila Parishads need to recognize that both the implementation of the Strategic Components and formulation of APs are basic administrative duties, and take necessary measures to achieve them.

Appendix

Appendix 1: Project Design Matrix (PDM)

Upazila Integrated Capacity Development Project
Project Design Matrix

Project Title: Upazila Integrated Capacity Development Project
Implementing Agency: Local Government Division, Ministry of Local Government, Rural Development and Cooperatives, National Institute of Local Government
Target Group: LGD, NILG, Upazila Parishad (Upazila Chairman, Vice Chairman, UNO, TLD (Transfer Line Department) Officers, Union Parishad Chairman, etc.)
Period of Project: September 2017 - December 2022
Project Site: 1) All Upazila
Project Site: 2) 8 pilot Upazila Parishads (one from each of the 8 Divisions), and Ukhia and Teknaf Upazila Parishads
Project Site: 3) All Upazilas under the Districts where pilot Upazilas in Phase 1 are situated are selected as the extended pilot Upazilas from Phase 2 (December 2020)

Narrative Summary		Objectively Verifiable Indicators (OVI)		Means of Verification (MOV)	Important Assumptions
Overall Goal:					
Promoting development works and public service delivery, based on the regional characteristics, through strengthened capacity of Upazila Parishad		(1)	60% of the Strategic Components listed in the roadmap of the Mid- and Long-term Strategy for Upazila Parishad Governance Improvement are implemented.	Minutes of the Meeting of Strategy Implementation Committee	
		(2)	60% of the Upazila Parishads nationwide formulate their respective APs, based on the Guidelines for Upazila Integrated Development Planning.	Upazila Performance Evaluation Report	
Project Purpose:					
To establish a framework to improve "comprehensive coordination capacity" of Upazila Parishad		(1)	30% of the Strategic Components listed in the roadmap of the Mid- and Long-term Strategy for Upazila Parishad Governance Improvement are implemented.	Minutes of Meeting of the Strategy Implementation Committee	Government policies for strengthening LGIs are maintained
		(2)	50% of the extended pilot Upazila Parishads formulate their respective APs, based on the Guidelines for Upazila Integrated Development Planning.	AP of each extended pilot Upazila	
		(3)	At least three (3) government training institutes develop training programs based on the Guidelines and Manual for Upazila Integrated Development Planning.	Annual training schedules, training completion reports, or other documents developed by the government training institutes	
Outputs:					
1	Mid-term strategy for Upazila Parishad Governance Improvement is developed and its implementation mechanism and monitoring system is established	(1)	Mid-term strategy for Upazila Parishad Governance Improvement is approved by LGD.	LGD letter	
		(2)	The monitoring guidelines are drafted and implemented in the pilot Upazila Parishads.	Drafted monitoring guidelines	
2	Model for Upazila Integrated Development Plan and related guidelines are developed.	(1)	Guidelines of Upazila Integrated Planning is approved by LGD.	LGD letter	(1) Appropriate officers of LGD Upazila Section are assigned as the Project counterparts
		(2)	50% of the extended pilot Upazila Parishads formulate their respective APs for FY 2021/22, with at least 10 sectors included in their respective situation analyses.	APs for FY 2021/22.	(2) Implementation system of training institutions such as NILG is maintained
		(3)	Number of Upazilas which formulate development plans through coordination with Union Parishads and Paurashavas.	AP of each extended pilot Upazila.	
		(4)	At least one workshop/training to share good practices among extended pilot Upazila Parishads is conducted per year.	Workshop/training materials to share good practices among extended pilot Upazila Parishads.	
3	Capacity of NILG and related institutions to implement trainings for Upazila Parishad stakeholders is strengthened.	(1)	Mid- and Long-term Training Plan for Upazila Parishad Functionaries (2020-2030) is approved by LGD.	LGD letter	
		(2)	50 faculty members from NILG and government training institutes receive TOT using training materials by UICDP.	Training Completion Report and other relevant documents	

Appendix 1: Project Design Matrix (PDM)

Activities:	Inputs (Japanese side)	Inputs (Bangladeshi side)	Important Assumptions	Preconditions
1-1 Review existing legal framework and documents (e.g. Acts, regulations, guidelines etc.) and other Upazila related project activities to analyze institutional / policy environment and identify issues.	(1) Japanese Experts - Chief Advisor / Local Government System 1 - Deputy Chief Advisor / Local Government System 2 - Development Plan - Project Collaboration - Training / Capacity Development - Community Development 1 - Community Development 2 - M&E / Community Development 2 - M&E / Local Governance Monitoring - Coordination Mechanism - Gender - Project Coordinator 1 / Public Relations 1 - Project Coordinator 2 / Public Relations 2 - Project Coordinator / Public Relations - Rainwater Harvesting System Plan - Rainwater Harvesting System Design & Supervision	(1) Personnel - Project Director 1 (AS, LGD) - Deputy Project Director 2 (JS LGD/JS NILG) - Counterpart personnel (LGD/NILG) - Personnel from Concerned Organizations (e.g. LGED, BRDB)	(1) UDFs are continuously hired by UGDP.	(1) Current Upazila Parishad system is maintained.
1-2 Form a working committee to develop mid-long term strategy for Upazila Parishad Governance Improvement.			(2) Budget for implementing UGDP sub-projects is properly disbursed.	(2) Budget for Upazila ADP is continuously allocated.
1-3 Develop long-mid term strategy for Upazila Parishad Governance Improvement.		(2) Equipment and Facilities - Office space and facilities		
1-4 Identify actions to be taken based on the strategy.				
1-5 Implement actions based on 1-1 to 1-4.		(3) Local Cost - Salaries/remuneration and other allowances for C/P personnel, running expenses for utilities, tax and CD/VAT, other necessary expense		
1-6 Conduct periodical monitoring on the strategy implementation after approval.				
2-1 Select Upazila based on the results of governance performance survey conducted by UGDP and other supplementary studies.				
2-2 Review current process and practices of preparing, implementing and monitoring Upazila development plans as well as similar efforts by other development partners.				
2-3 Develop a set of manuals (draft) and formats (draft) for Upazila Integrated Development Plan (5-year and annual) including already transferred 17 line departments.	(2) Local Consultants - Local Governance Advisor (1) - Local Governance and Development Plan Expert (1) - Capacity Development Expert (1) - Field Governance and Upazila Capacity Development Expert (1) - District Coordinator (10)			
2-4 Collect information on development projects implemented by 17 line departments in the pilot Upazila.				
2-5 Collect information on Union and Paurashava development plan (5-year and annual) through Upazila Committee.				
2-6 Compile Union and Pourashava development plans into area-based and sector-based categories through Upazila Committees and Upazila Monthly Committee meetings.	(3) Japan / Third Country Training			
2-7 Develop Upazila Integrated Development Plan in pilot Upazila based on 2-1 to 2-5 and obtain approval in Upazila Monthly meetings.	(4) Equipment and Facilities - Computers, Printers, Photocopy machines, Vehicles, etc.			
2-8 Review implementation of the Upazila Integrated Development Plan and finalize the set of manuals and formats, all of which will be compiled as guidelines for Upazila Integrated Development Plan.				
2-9 Monitor and review progresses formulating Upazila Integrated Development Plan in expanded pilot Upazila.	(5) Local Activities Cost - Survey, training curriculum / materials, local training, workshops / seminars			
2-10 Fine tune and finalize the guidelines of Upazila Integrated Development Plan based on the activities of 2-8 and 2-9.				
2-11 Fine tune and finalize the set of manuals and formats on formulation of Upazila Integrated Development Plan.				
2-12 Identify good practices of the implementation of Upazila Integrated Development Plan in pilot Upazila and disseminate through social media, workshops, exchange visits etc.				
3-1 Review existing capacity development framework on Upazila stakeholders (e.g. training plan, curriculum) and identify issues. Training Needs Assessment should be conducted.				
3-2 Based on 3-1 and in parallel with 1-3, develop mid-long term training plan for capacity development of Upazila Parishad stakeholders.				
3-3 Develop training materials and manuals. Prepare manuals and modules – sector-based development plan is needed in parallel with 2-1 to 2-7 for guidelines to prepare Upazila Integrated Development Plan.				
3-4 Develop training materials and manuals on necessary subjects in addition to Upazila Integrated Development Plan to be identified through 3-2.				
3-5 Conduct Training of Trainers (TOT) and On-the-Job Training (OJT) for NILG and related institution officials, and implement training for extended pilot Upazila Parishads using training materials and manual developed in 3-3 and 3-4.				
3-6 Conduct training follow-up survey for pilot Upazila to assess training impact at least 2				
3-7 Update and finalize training materials and manuals based on 3-5 and 3-6.				
3-8 Incorporate training materials and manuals, to be developed through activities 3-3 to 3-6, into training courses for Upazila stakeholders nation-wide, to be contacted by NILG and				
3-9 Implement trainings for extended pilot Upazila Parishads using training materials and manuals finalized in 3-7. Documentation center/publication section of NILG will disseminate the training materials prepared by UICDP.				
3-10 Update Mid- and Long-term Training Plan for Upazila Parishad Functionaries (2020-2030) if necessary, to support NILG.				

Appendix 2: Work Flow

A work flow Gantt chart spanning 2017 to 2022, organized into Overall, Output 1, Output 2, and Output 3 sections.

Overall

- Draft Work Plan or Phase 1
- Work Plan for Phase 1
- Orientation Seminar
- JCC
- JCC
- JCC
- Overseas Training (in Japan)
- Progress Report
- Work Plan for Phase 2
- JCC PIC
- PIC
- Project Completion Report
- Wrap-Up Seminar & International Seminar
- JCC

Phase 1 / **Phase 2**

Output 1 — Mid-term strategy for Upazila Parishad Governance Improvement is developed and its implementation mechanism and monitoring system is established.

- 1-1) Review on laws and policies related to Upazila Parishad, and identify
- 1-2) Form the Working
- 1-3) Draft the Mid- and Long-Term Strategy
- 1-4) Identify key actions for the Mid- and Long-Term Strategy
- 1-5) Implement actions listed in the Mid- and Long-Term Strategy
- 1-6) Monitoring on the implementation status of the Mid- and Long-Term Strategy
- Approval of Mid- and Long-Term Strategy
- Formation of SIC
- SIC / SIC / SIC

Output 2 — Model for Upazila Integrated Development Plan and related guidelines are developed.

- 2-1) Select pilot Upazilas
- 2-2) Review laws and policies related to Upazila development plans
- 2-3) Develop manual and formats on Upazila Integrated Development Planning
- 2-8) Draft the Guidelines for Upazila Integrated Development Planning based on the monitoring on Upazila development
- Select extended Pilot Upazilas
- 2-9) Support extended pilot Upazilas to formulate Upazila Integrated Development Plans
- 2-10) Monitoring on the implementation status of AP at pilot Upazilas
- Approval of the Guidelines for Upazila Integrated Development Planning
- 2-11) Revise the Guidelines and submit the draft to LGD
- 2-12) Identify and disseminate good practices
- Support formulation of a development plans and monitoring at pilot Upazilas
- Support formulation of a development plans and monitoring at extended pilot Upazilas
- 2-4) Collect information on 17 TLDs
- 2-5) Collect information on Unions and Paurashavas
- 2-6) Identification of development needs of Unions and Paurashavas
- 2-7) Prepare Upazila development plans, and approval at Upazila Parishad

Output 3 — Capacity of NILG and related institutions to implement trainings for Upazila Parishad stakeholders is strengthened.

- 3-1) Review on the existing training plans and curriculums
- 3-2) Draft the Mid- and Long-Term Training Plan
- 3-4) Develop training materials and manual for Upazila development planning
- 3-3) Provide TOT to NILG faculty members, and training to pilot Upazilas
- 3-5) Develop training materials for the areas other than Upazila development planning
- 3-6) Conduct a follow-up survey on training in pilot Upazilas
- 3-7) Revisie/finalize training materials and manual
- 3-8) Incorporate training materials and manual developed by UICDP to training provided by NILG and UGDP
- 3-9) Provide TOT to NILG faculty members, and training to extended pilot Upazilas
- Approval of the Mid- and Long-Term Training Plan
- 3-11) Collaborate with BCSAA and LGED
- Formation of Working Group for Implementation of the Mid- and Long-Term Training Plan
- WG / WG / WG
- 3-10) Review the Mid- and Long-Term Training Plan
- 3-3) Provide training to extended pilot Upazilas (online)
- 3-5) Follow-up to pilot Upazilas after development planning training

Appendix 3: Detailed Implementation Plan

Activity		2020		2021												2022										
		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

Overall Project Operation

1. Organize the meeting of JCC/PIC	Plan / Actual
2. Prepare a semi-annual monitoring sheet	Plan / Actual (7, 8, 9, 10)
3. Organize the orientation seminar for DLGs, DDLGs, and the Extended Pilot Upazilas	Plan / Actual

Output 1: Mid- and Long-Term Strategy for UZP Governance Improvement

6. Support the formation and operation of the Strategy Implementation Committee	Plan / Actual
7. Support the establishment of the Strategy Implementation Desk (SID), and the SID's monitoring on the implementation Committee, if necessary	Plan / Actual
8. Support the monitoring on the implementation status of the Mid- and Long-Term Strategy	Plan / Actual
9. Revision of the Compendium of Laws, Rules and Circulars	Plan / Actual

Output 2: Model for Upazila Integrated Development Plan and related guidelines

10. Selection of the Extended Pilot Upazilas	Plan / Actual
11. Assist LGD in issuing a circular to all Upazila Parishads requesting them to formulate development plans	Plan / Actual
12. Provide training on development planning to all pilot Upazilas	Plan / Actual
13. Provide an orientation seminar in the form of training of trainers (TOT) to the concerned DDLGs	Plan / Actual
14. Assist DDLGs in monitoring the formulation and implementation of Upazila Development Plans	Plan / Actual
15. Assist in developing a monitoring format and drafting guidelines for monitoring on Upazila's activities	Plan / Actual
16. Implement the trail web-based monitoring of Upazila Governance Performance	Plan / Actual
17. Revise the Guidelines and Manual for Upazila Integrated Development Planning	Plan / Actual
18. Identify good practices and lessons regarding Upazila Development Plans	Plan / Actual
19. Conduct a survey on how the outbreak of COVID-19 affected women and girls in Ukhia and Teknaf Upazilas affected by the Rohingya Influx	Plan / Actual
20. Assist in working with other training institutes such as BPATC, BCSAA, and LGED	Plan / Actual

Output 3: Capacity of the NILG and related institutes to implement trainings for UZP

21. Support the establishment of a Working Group (WG)	Plan / Actual
22. Support the monitoring on the progress of the Mid- and Long-Term Training Plan	Plan / Actual
23. Support the development of online contents of the basic orientation on Upazila governance and development planning	Plan / Actual

Appendix 4: Assignment Periods of Japanese Experts

<u>Project Title: People's Republic of Bangladesh Upazila Integrated Capacity Development Project(UICDP)</u>

1. Field Work

	Assigned Work	Name	Company Name	Grade		Number of trips in 2022	Number of trips in 2022	Number of trips	2020 / 2021 / 2022 (timeline)	Field	MM
1	Chief Advisor / Local Government System 1	Mr. Kenzo IKEDA	IC Net Limited	3	Plan	-	-	5		70	2.33
					Quarantine Period	-	-	—		14	0.47
					Actual	2	2	4		88	2.93
2	Deputy Chief Advisor / Local Government System 2	Mr. Masahiko SUGINAGA	IC Net Limited	2	Plan	-	-	5		68	2.27
					Quarantine Period	-	-	—		14	0.47
					Actual	2	2	4		68	2.27
3	Development Plan	Mr. Kyo NAKA	IC Net Limited	3	Plan	-	-	7		61	2.03
					Quarantine Period	-	-	-		0	0.00
					Actual	0	2	2		33	1.10
4	Training / Capacity Development	Mr. Yosuke SEKIGUCHI	Koei Research & Consulting Inc.	3	Plan	-	-	6		78	2.60
					Quarantine Period	-	-	—		3	0.10
					Actual	2	3	5		70	2.33
5	Community Development 1	Mr. Kei SHIGA	Koei Research & Consulting Inc.	4	Plan	-	-	6		87	2.90
					Quarantine Period	-	-	—		0	0.00
					Actual	2	3	5		87	2.90
6	Community Development 2	Mr. Jun YAMADA	IC Net Limited	5	Plan	-	-	5		75	2.50
					Quarantine Period	-	-	—		14	0.47
					Actual	2		2		25	0.83
7	Community Development 2 (September 2022~)	Mr. Masahiko SUGINAGA	IC Net Limited	5	Plan	-	-	0		12	0.40
					Quarantine Period	-	-	—		0	0.00
					Actual	0		0		15	0.50
8	Community Development 2 (September 2022~)	Ms. Maho HAYASHI	IC Net Limited	5	Plan	-	-	1		0	0.00
					Quarantine Period	-	-	—		0	0.00
					Actual	0		0		30	1.00
9	Evaluation and Analysis / Monitoring on Upazila Governance (~December 2021)	Mr. Keitaro ASABA	IC Net Limited	4	Plan	-	-	2		20	0.67
					Quarantine Period	-	-	—		0	0.00
					Actual	0	0	0		0	0.00
10	Evaluation and Analysis / Monitoring on Upazila Governance (January~September 2022)	Mr. Jun YAMADA	IC Net Limited	4	Plan	-	-	1		14	0.47
					Quarantine Period	-	-	—		0	0.00
					Actual	0	0	0		0	0.00
11	Evaluation and Analysis / Monitoring on Upazila Governance (September 2022~)	Mr. Masahiko SUGINAGA	IC Net Limited	4	Plan	-	-	1		6	0.20
					Quarantine Period	-	-	—		0	0.00
					Actual	0		0		15	0.50
12	Evaluation and Analysis / Monitoring on Upazila Governance (September 2022~)	Mr. Kei SHIGA	Koei Research & Consulting Inc.	4	Plan	-	-	1		12	0.40
					Quarantine Period	-	-	—		0	0.00
					Actual	0		0		21	0.70
13	Rainwater Harvesting System Design & Supervision	Mr. Makoto MURASE	Institute for Sky Water Harvesting Ltd.)	3	Plan	-	-	2		26	0.87
					Quarantine Period	-	-	—		0	0.00
					Actual	1	1	2		26	0.87
14	Rainwater Harvesting System Design & Supervision	Mr. Kiyoshi SATO	Institute for Sky Water Harvesting Ltd.	3	Plan	-	-	2		26	0.87
					Quarantine Period	-	-	—		0	0.00
					Actual	1	1	2		26	0.87
15	Gender	Ms. Shioko MOMOSE	IC Net Limited	3	Plan	-	-	2		30	1.00
					Quarantine Period	-	-	—		0	0.00
					Actual	0	0	0		0	0.00
16	Project Coordinator / Public Relations (~September 2022)	Ms. Aoi USUBA	IC Net Limited	5	Plan	-	-	5		60	2.00
					Quarantine Period	-	-	—		14	0.47
					Actual	3	1	4		57	1.90
17	Project Coordinator / Public Relations (September 2022~)	Ms. Maho HAYASHI	IC Net Limited	5	Plan	-	-	1		12	0.40
					Quarantine Period	-	-	—		0	0.00
					Actual	0		2		15	0.50
					Total	15	15				

Subtotal of work days — Plan 657 / 21.91, Actual 576 / 19.20

Appendix 4: Assignment Periods of Japanese Experts

2. Domestic Work

No.	Assigned Work	Name	Company Name	Grade				Number of trips	2020–2022 (monthly Gantt)	Total Domestic	MM
1	Chief Advisor / Local Government System 1	Mr. Kenzo IKEDA	IC Net Limited	3	Plan	-	-	—		60	3.00
					Actual (Domestic)	-	-	—		48	2.40
					Actual (Field)	-	-	—		0	0.00
2	Deputy Chief Advisor / Local Government System 2	Mr. Masahiko SUGINAGA	IC Net Limited	2	Plan	-	-	—		72	3.60
					Actual (Domestic)	-	-	—		72	3.60
					Actual (Field)	-	-	—		0	0.00
3	Development Plan	Mr. Kyo NAKA	IC Net Limited	3	Plan	-	-	—		55	2.75
					Actual (Domestic)	-	-	—		74	3.68
					Actual (Field)	-	-	—		0	0.00
4	Training / Capacity Development	Mr. Yosuke SEKIGUCHI	Koei Research & Consulting Inc.	3	Plan	-	-	—		78	3.90
					Actual (Domestic)	-	-	—		83	4.17
					Actual (Field)	-	-	—		0	0.00
5	Community Development 1	Mr. Kei SHIGA	Koei Research & Consulting Inc.	4	Plan	-	-	—		22	1.10
					Actual (Domestic)	-	-	—		22	1.10
					Actual (Field)	-	-	—		0	0.00
6	Community Development 2	Mr. Jun YAMADA	IC Net Limited	5	Plan	-	-	—		18	0.90
					Actual (Domestic)	-	-	—		14	0.70
					Actual (Field)	-	-	—		0	0.00
7	Community Development 2	Mr. Masahiko SUGINAGA (September 2022〜)	IC Net Limited	5	Plan	-	-	—		2	0.10
					Actual (Domestic)	-	-	—		10	0.50
					Actual (Field)	-	-	—		0	0.00
8	Community Development 2	Ms. Maho HAYASHI (September 2022〜)	IC Net Limited	5	Plan	-	-	—		2	0.10
					Actual (Domestic)	-	-	—		9	0.47
					Actual (Field)	-	-	—		0	0.00
9	Evaluation and Analysis / Monitoring on Upazila Governance	Mr. Keitaro ASABA (〜December 2021)	IC Net Limited	4	Plan	-	-	—		11	0.55
					Actual (Domestic)	-	-	—		14	0.70
					Actual (Field)	-	-	—		0	0.00
10	Evaluation and Analysis / Monitoring on Upazila Governance	Mr. Jun YAMADA (January〜September 2022)	IC Net Limited	4	Plan	-	-	—		6	0.30
					Actual (Domestic)	-	-	—		6	0.30
					Actual (Field)	-	-	—		0	0.00
11	Evaluation and Analysis / Monitoring on Upazila Governance	Mr. Masahiko SUGINAGA (September 2022〜)	IC Net Limited	4	Plan	-	-	—		2	0.09
					Actual (Domestic)	-	-	—		2	0.08
					Actual (Field)	-	-	—		0	0.00
12	Evaluation and Analysis / Monitoring on Upazila Governance	Mr. Kei SHIGA (September 2022〜)	Koei Research & Consulting Inc.	4	Plan	-	-	—		2	0.10
					Actual (Domestic)	-	-	—		10	0.50
					Actual (Field)	-	-	—		0	0.00
13	Rainwater Harvesting System Design & Supervision	Mr. Makoto MURASE	Institute for Sky Water Harvesting Ltd.)	3	Plan	-	-	—		7	0.35
					Actual (Domestic)	-	-	—		7	0.35
					Actual (Field)	-	-	—		0	0.00
14	Rainwater Harvesting System Design & Supervision	Mr. Kiyoshi SATO	Institute for Sky Water Harvesting Ltd.	3	Plan	-	-	—		7	0.35
					Actual (Domestic)	-	-	—		7	0.35
					Actual (Field)	-	-	—		0	0.00
15	Gender	Ms. Shioko MOMOSE	IC Net Limited	3	Plan	-	-	—		20	1.00
					Actual (Domestic)	-	-	—		40	2.00
					Actual (Field)	-	-	—		0	0.00
16	Project Coordinator / Public Relations	Ms. Aoi USUBA (〜September 2022)	IC Net Limited	5	Plan	-	-	—		38	1.90
					Actual (Domestic)	-	-	—		38	1.90
					Actual (Field)	-	-	—		0	0.00
17	Project Coordinator / Public Relations	Ms. Maho HAYASHI (September 2022〜)	IC Net Limited	5	Plan	-	-	—		6	0.30
					Actual (Domestic)	-	-	—		6	0.30
					Actual (Field)	-	-	—		0	0.00

Subtotal of work days	Plan	408	20.39
	Actual	462	23.10

Total work days (Field + Domestic)	Plan	1065	42.30
	Actual	1038	42.30

Time of submission of reports (Indicated by △ and report name):
△ Monitoring sheet ver.7 | △ Monitoring sheet ver.8 | △ Monitoring sheet ver.9 | △ Monitoring sheet ver.10 | △ Project Completion Report

Key meetings (Indicated by ▲ and meeting name):
▲ PIC | ▲ PIC | ▲ JCC

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স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়
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স্মারক নং- ৪৬.০৪৫.০১৫.০০.০০.০২.২০১৮-৪৫৯

তারিখঃ ০১ ভাদ্র ১৪২৮ বঙ্গাব্দ
১৬ আগস্ট ২০২১ খ্রিস্টাব্দ

বিষয়ঃ উপজেলা পরিষদ গভর্ন্যান্স (পরিচালন) ব্যবস্থা উন্নয়ন এর মধ্য ও দীর্ঘমেয়াদী কৌশলপত্র, উপজেলা সমন্বিত উন্নয়ন পরিকল্পনা বিষয়ক নির্দেশিকা এবং উপজেলা পরিষদ অংশীজনদের জন্য মধ্য ও দীর্ঘমেয়াদি প্রশিক্ষণ পরিকল্পনা সম্বলিত ম্যানুয়েল প্রেরণ।

উপর্যুক্ত বিষয়ের প্রতি দৃষ্টি আকর্ষণ পূর্বক জানানো যাচ্ছে যে, স্থানীয় সরকার বিভাগ হতে উপজেলা পরিষদ গভর্ন্যান্স ব্যবস্থার উন্নয়নের জন্য JICA এর আর্থিক ও কারিগরি সহায়তায় Upazila Integrated Capacity Development Project (UICDP) বাস্তবায়ন করা হচ্ছে। এ বিষয়টি অনস্বীকার্য যে, প্রশাসনিক বিকেন্দ্রীকরণ এবং স্থানীয় উন্নয়ন নিশ্চিত করতে হলে স্থানীয় সরকার শক্তিশালীকরণের কোনো বিকল্প নেই। বাংলাদেশের সংবিধানেও স্থানীয় সরকার ব্যবস্থার উপর বিশেষ গুরুত্বারোপ করা হয়েছে। মধ্যস্তরের স্থানীয় সরকার প্রতিষ্ঠান হিসাবে উপজেলা পরিষদের ভূমিকা এক্ষেত্রে অত্যন্ত গুরুত্বপূর্ণ। এসকল প্রেক্ষাপট বিবেচনা করেই Upazila Integrated Capacity Development Project (UICDP) উপজেলা পর্যায়ে বাস্তবায়ন করা হচ্ছে। এই প্রকল্পের সহায়তায় উপজেলা পরিষদের সার্বিক সক্ষমতা বৃদ্ধি নিশ্চিতের লক্ষ্যে তিনটি ডকুমেন্ট প্রস্তুত করা হয়েছে এবং বিভিন্ন পর্যায়ে যাচাই বাছাইঅন্তে ও সংশ্লিষ্ট সকলের মতামত বিবেচনা করে স্থানীয় সরকার বিভাগ কর্তৃক অনুমোদন করা হয়েছে। ডকুমেন্টসমূহ হচ্ছে-

- উপজেলা পরিষদ গভর্ন্যান্স (পরিচালন) ব্যবস্থা উন্নয়ন এর মধ্য ও দীর্ঘমেয়াদী কৌশলপত্র,
- উপজেলা সমন্বিত উন্নয়ন পরিকল্পনা বিষয়ক নির্দেশিকা এবং
- উপজেলা পরিষদ অংশীজনদের জন্য মধ্য ও দীর্ঘমেয়াদি প্রশিক্ষণ পরিকল্পনা

২। প্রসঙ্গতঃ উল্লেখ্য যে-

২.১. উপজেলা পরিষদ গভর্ন্যান্স (পরিচালন) ব্যবস্থা উন্নয়ন এর মধ্য ও দীর্ঘমেয়াদী কৌশলপত্রটি মূলতঃ উপজেলা গভর্ন্যান্স ব্যবস্থা বিষয়ে মৌলিক ও নীতিগত দিকনির্দেশনা প্রদানের লক্ষ্যে প্রণীত যেখানে উপজেলা পরিষদের আইনি এবং প্রাতিষ্ঠানিক কাঠামো, আর্থিক ব্যবস্থাপনা, উন্নয়ন পরিকল্পনা, পরিবীক্ষণ ও মূল্যায়ন, প্রশিক্ষণ এবং এইধরনের গুরুত্বপূর্ণ বিষয়গুলো অন্তর্ভুক্ত করা হয়েছে। অতিরিক্ত সচিব (প্রশাসন), স্থানীয় সরকার বিভাগের সভাপতিত্বে গঠিত ওয়ার্কিং কমিটি কর্তৃক এই কৌশলপত্রের খসড়া প্রস্তুতকরা হয়েছে। অতঃপর জেলা ও উপজেলা পর্যায়ে অনুষ্ঠিত কর্মশালার মাধ্যমে সংশ্লিষ্ট অংশীজনদের মতামত এবং সংশ্লিষ্ট বিভিন্ন মন্ত্রণালয়/ বিভাগের ও অধিদপ্তরের মতামতের ভিত্তিতে প্রয়োজনীয় সংশোধন ও পরিমার্জন পূর্বক কৌশল পত্রটিকে চূড়ান্ত করা হয়।

২.২. উপজেলা সমন্বিত উন্নয়ন পরিকল্পনা বিষয়ক নির্দেশিকাতে বাংলাদেশে উপজেলা উন্নয়ন পরিকল্পনার আইনি ও প্রাতিষ্ঠানিক কাঠামো, পঞ্চবার্ষিক পরিকল্পনা এবং বার্ষিক পরিকল্পনা সংক্রান্ত ধারণাসমূহ, এদের আন্তঃসম্পর্ক, এই পরিকল্পনাগুলি প্রণয়নের মূলধাপসমূহ ও সময়সূচি এবং পরিকল্পনা বাস্তবায়ন, পরিবীক্ষণ ও মূল্যায়ন সম্পর্কে বিশদ

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১৮/০৮/২০২১

নির্দেশনা রয়েছে। নির্দেশিকাটি জেলা ও উপজেলা পর্যায়ের পরামর্শ কর্মশালা গুলোতে এবং বিভিন্ন মন্ত্রণালয় ও বিভাগ থেকে প্রাপ্ত মতামতের উপর ভিত্তি করে প্রণয়ন ও চূড়ান্ত করা হয়েছে। উল্লেখ্য, এই নির্দেশিকার উপর ভিত্তি করে এ প্রকল্পের প্রথম পর্যায়ের পাইলট উপজেলাসমূহ পঞ্চবার্ষিক ও বার্ষিক পরিকল্পনা প্রণয়ন করেছে।

২.৩. উপজেলা পরিষদ অংশীজনদের জন্য মধ্য ও দীর্ঘ মেয়াদি প্রশিক্ষণ পরিকল্পনা'টি উপজেলা সংশ্লিষ্ট অংশীজনদের সক্ষমতা বৃদ্ধির লক্ষ্যে প্রণীত। এনআইএলজি'র পরিচালক প্রশিক্ষণ এর সভাপতিত্বে গঠিত একটি ওয়ার্কিং গ্রুপের দ্বারা এই প্রশিক্ষণ পরিকল্পনার খসড়া প্রস্তুত করে বিভিন্ন মন্ত্রণালয় ও বিভাগের মতামত গ্রহণের মাধ্যমে পরিকল্পনাটিকে চূড়ান্ত করা হয়।

৩। এই ডকুমেন্টসমূহ উপজেলা পর্যায়ের উন্নয়ন কর্মকান্ডকে সঠিকভাবে পরিচালনার জন্য পথনির্দেশক হিসেবে কাজ করবে মর্মে আশা করা যাচ্ছে। প্রতিটি ডকুমেন্টেই বিভিন্ন কর্মকান্ড বাস্তবায়ন পরিবীক্ষণের ব্যবস্থা অন্তর্ভুক্ত রয়েছে এবংবাস্তবায়নকালীন অভিজ্ঞতা বা পরিবর্তিত পরিস্থিতির নিরিখে ডকুমেন্টগুলো পর্যায়ক্রমে হালনাগাদ করারও সুযোগ রয়েছে।

৪। উপজেলা পর্যায়ে কর্মকর্তাদের কাজের সুবিধার্থে এতদসঙ্গে স্থানীয় সরকার বিভাগ হতে সময়ে সময়ে জারীকৃত সংশ্লিষ্ট গুরুত্বপূর্ণ সারকুলার, আদেশ ইত্যাদি ম্যানুয়েলের শেষ অংশে সন্নিবেশ করা হলো।

৫। স্থানীয় সরকার বিভাগ কর্তৃক অনুমোদিত বর্ণিত ডকুমেন্ট তিনটি এতদসঙ্গে প্রেরণ করা হলো এবং এ সকল ডকুমেন্টে বর্ণিত বিষয় ও নির্দেশনাবলী যথাযথভাবে প্রতিপালনের জন্য সকল উপজেলা পরিষদসহ সংশ্লিষ্ট সকলকে নির্দেশক্রমে অনুরোধ করা হলো।

৬। ইহা অবিলম্বে কার্যকর হবে।

সংযুক্তিঃ বর্ণনামতে।

১৬/০৬/২০২১
(মোহাম্মদ সামছুল হক)
উপসচিব
ফোন: ৯৫৭৭২৩০
e-mail: lgd.upazila2@gmail.com

বিতরণ:

১. সিনিয়র সচিব/ সচিব (সংশ্লিষ্ট মন্ত্রণালয়/ বিভাগ), ...
২. মহাপরিচালক, এনআইএলজি, আগারগাঁও, ঢাকা
৩. বিভাগীয় কমিশনার (সকল), ... বিভাগ
৪. প্রকল্প পরিচালক, উপজেলা ইন্টিগ্রেটেড ক্যাপাসিটি ডেভেলপমেন্ট প্রজেক্ট (UICDP), জাতীয় স্থানীয় সরকার ইনস্টিটিউট (NILG) ভবন, শেরে বাংলা নগর, ঢাকা।
৫. পরিচালক, স্থানীয় সরকার (সকল), ... বিভাগ।
৬. জেলা প্রশাসক (সকল), ... জেলা।
৭. উপপরিচালক, স্থানীয় সরকার (সকল), ... জেলা।
৮. উপজেলা পরিষদ চেয়ারম্যান (সকল), ... উপজেলা, ... জেলা।
৯. উপজেলা নির্বাহী অফিসার (সকল), ... উপজেলা, ... জেলা।

অনুলিপি:

১। মাননীয় মন্ত্রীর একান্ত সচিব, স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।
২। সিনিয়র সচিবের একান্ত সচিব, স্থানীয় সরকার বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা।
৩। প্রোগ্রামার, স্থানীয় সরকার বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা।
৪। অতিরিক্ত সচিব (উপজেলা অধিশাখা) মহোদয়ের ব্যক্তিগত কর্মকর্তা, স্থানীয় সরকার বিভাগ।

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

Memo No. 46.045.015.00.00.02.2018-459   Date: <u>August 16, 2021</u>

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

In the context of the aforementioned subject, for the improvement of Upazila governance system Upazila Integrated Capacity Development Project (UICDP) has been being implemented by the Local Government Division with the technical and financial support of JICA. It is undeniable that there is no alternative to strengthening the local government to ensure administrative decentralization and local development. The Constitution of Bangladesh places special emphasis on the local government system. The role of Upazila Parishad as a mid-tire local government body is very important in this regard. Taking the context into account, the Local Government Division is implementing the Upazila Integrated Capacity Development Project (UICDP) to improve the governance system of the Upazila Parishad. With the help of this project, three policy documents have been prepared to ensure the overall capacity of the Upazila Parishad and it has been approved by the Local Government Division (LGD) after scrutiny at various stages and considering the views of all stakeholders. The documents are-

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

2. It is pertinent to note here that-

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

2.2. The Development Plan Guidelines provide detailed instructions on the legal and institutional framework of the Upazila Development Plan in Bangladesh, the concepts of the Five-Year Plan and the Annual Plan, their interrelationships, the key steps and schedules for the formulation of these plans, and the implementation, monitoring, and evaluation of the plans. The guidelines have also been formulated and finalized in consultation workshops at the district and

Upazila levels and based on feedback received from various Ministries and Divisions. It is to be noted that based on this guideline, the pilot Upazilas of the first phase of the project have prepared a five-year plan and annual plans.

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

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

4. For the convenience of the Upazila Level Officials, the relevant important circulars/ orders issued from time to time by the LGD are attached at the end of the Manual.

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

6. It will take effect immediately.

Attachment: As described.

(Mohammad Samsul Haque)
Deputy Secretary
Phone: 9577230
e-mail: lgd.upazila2@gmail.com

Distribution (not in order of seniority):
1. Senior Secretary/Secretary (Concerned Ministry/Division)………
2. Director General, NILG, Agargon, Dhaka
3. Divisional Commissioner (All), ... Division
4. Project Director, UICDP, NILG Building, Agargon, Dhaka
5. Director, Local Government (All),……………..Division.
6. Deputy Commissioner (All), ... District
7. Deputy Director, Local Government (All), ... District
8. Upazila Nirbahi Officer (All), ... Upazila, ... District
9. Chairman (All), ... Upazila Parishad, ... District

<u>Copy:</u>

1. Personal Secretary to the Minister, Ministry of Local Government, Rural Development & Cooperatives, Bangladesh Secretariat, Dhaka.
2. Personal Secretary to the Senior Secretary, LGD, Bangladesh Secretariat, Dhaka.
3. Programmer, LGD, Bangladesh Secretariat, Dhaka.
4. Private Secretary to the Additional Secretary (Upazila Section), LGD.

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়
স্থানীয় সরকার বিভাগ
উপজেলা-২ শাখা
www.lgd.gov.bd

শেখ হাসিনার মূলনীতি
গ্রাম শহরের উন্নতি

স্মারক নং- ৪৬.০০.০০০০.০৪৫.১৪.০০২.২১-২৭২

তারিখ: ২৯ বৈশাখ ১৪২৮ বঙ্গাব্দ
১২ মে ২০২২ খ্রিস্টাব্দ

বিষয়: উপজেলা সমন্বিত উন্নয়ন পরিকল্পনা বিষয়ক নির্দেশিকা অনুসারে উপজেলা বার্ষিক উন্নয়ন পরিকল্পনা প্রণয়ন এবং ওয়েবসাইটে প্রকাশের বিষয়টি নিশ্চিত করার লক্ষ্যে নির্দেশনা প্রদান প্রসঙ্গে।

সূত্র: স্থানীয় সরকার বিভাগের উপজেলা-২ শাখার স্মারক নং-৪৫৯, তারিখ: ১৬/০৮/২০২১ খ্রিস্টাব্দ
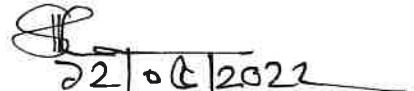
উপর্যুক্ত বিষয়ের পরিপ্রেক্ষিতে জানানো যাচ্ছে যে, উপজেলা পরিষদ আইন-১৯৯৮ এর ধারা ২৩ এবং দ্বিতীয় তফসিল মোতাবেক পাঁচশালা এবং বিভিন্ন মেয়াদী পরিকল্পনা প্রণয়ন ও বাস্তবায়ন উপজেলা পরিষদের অন্যতম প্রধান দায়িত্ব। এই দায়িত্ব যথাযথ পালনের লক্ষ্যে UICDP'র সহায়তায় স্থানীয় সরকার বিভাগ কর্তৃক সূত্রস্থ স্মারকে "উপজেলা সমন্বিত উন্নয়ন পরিকল্পনা বিষয়ক নিম্নবর্ণিত ৩টি ডকুমেন্ট" প্রণয়ন করা হয়ঃ

(১) উপজেলা পরিষদ গভর্ন্যান্স (পরিচালন) ব্যবস্থা উন্নয়নের মধ্য ও দীর্ঘমেয়াদী কৌশলপত্র
(২) উপজেলা সমন্বিত উন্নয়ন পরিকল্পনা বিষয়ক নির্দেশিকা এবং
(৩) উপজেলা পরিষদ অংশীজনদের জন্য মধ্য ও দীর্ঘমেয়াদি প্রশিক্ষণ পরিকল্পনা।

উক্ত ৩টি ডকুমেন্টের মধ্যে (২) নং ক্রমিকের নির্দেশিকাটি এতদ্‌সঙ্গে প্রেরণ করা হলো। উক্ত নির্দেশিকা মোতাবেক প্রতিবছর এপ্রিল মাস হতে পরবর্তী বছরের বার্ষিক উন্নয়ন পরিকল্পনা প্রণয়নের কাজ শুরু করতে হবে এবং ৩০ জুনের মধ্যে তা চূড়ান্ত করে সংশ্লিষ্ট সকল দপ্তরে প্রেরণসহ স্ব স্ব উপজেলা পরিষদের ওয়েব সাইটে প্রকাশ করতে হবে।

এমতাবস্থায়, উপজেলা পরিষদকে উক্ত নির্দেশিকা অনুসরণপূর্বক প্রয়োজনীয় কার্যক্রম গ্রহণ করার জন্য নির্দেশক্রমে অনুরোধ করা হলো।

সংযুক্তি : নির্দেশিকার কপি (১টি)।

২২/০৫/২০২২
(মোহাম্মদ সামছুল হক)
উপসচিব
ফোন: ২২৩৩৫৭২৩০
Email: lgdupazila2@lgd.gov.bd

বিতরণ:

১। চেয়ারম্যান, উপজেলা পরিষদ (সকল)-------------- উপজেলা,-----------------জেলা।
২। উপজেলা নির্বাহী অফিসার (সকল)--------------------উপজেলা।

অনুলিপি (জ্ঞাতার্থে ও কার্যার্থে):

১। বিভাগীয় কমিশনার (সকল),.....................বিভাগ।
২। পরিচালক, স্থানীয় সরকার (সকল)-----------------বিভাগ।
৩। মাননীয় মন্ত্রীর একান্ত সচিব, স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।
৪। প্রকল্প পরিচালক, "উপজেলা ইন্টিগ্রেটেড ক্যাপাসিটি ও ডেভেলপমেন্ট প্রজেক্ট (UICDP)", NILG ভবন, আগারগাঁও, ঢাকা।
৫। জেলা প্রশাসক (সকল),--------------------------------জেলা।
৬। উপপরিচালক, স্থানীয় সরকার (সকল),-------------------------- জেলা।
৭। সিনিয়র সচিবের একান্ত সচিব, স্থানীয় সরকার বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা।

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

Memorandum No - 46.00.0000.045.14.002.21-272   Date: 12.05.2022

Subject: Regarding the preparing of Upazila Annual Development Plan and giving instructions to ensure publication on the website as per the guidelines on Upazila Integrated Development Planning.

Source: Memorandum No. 459 of Upazila-2 Branch of Local Government Division, Date: 16/08/2021

In view of the above, it is to be informed that in accordance with Section 23 and Second Schedule of the Upazila Parishad Act, 1998. One of the major responsibilities of the Upazila Parishad is to formulate and implement five year and different term plans. In order to fulfill this responsibility, the following 3 documents on Upazila Integrated Development Plan were prepared by the Local Government Division with the assistance of UICDP.

(1) Mid- and long-term strategy for Upazila Parishad Governance improvement.
(2) Guidelines for Upazila Integrated Development Planning and
(3) Mid- and long-term training plan for Upazila Parishad functionaries.

The (2) serial number of the 3 documents has been sent herewith. According to the guidelines every year, the work of formulation of the annual development plan for the next year should start from April and it should be finalized by June 30 and sent it to all the concerned departments and published on the website of the respective Upazila Parishads.
In this situation, the Upazila Parishad is requested to take necessary action following the said guidelines.

Attachment: 1 copy of the guideline.

Mohammad Shamsul Haque
Deputy Secretary, Local
Government Division
Phone: 029577230
Email: lgdupazila2@lgd.gov.bd

Distribution:

1. Chairman, Upazila Parishad (all) ------------ Upazila, ------------ District
2. UNO (All) --------------- Upazila.

Copy (for knowledge and purpose):

1. Divisional Commissioner (All), -------------------- Division.
2. Director, Local Government (All) -----------------Division.
3. Private Secretary to the Hon'ble Minister, Ministry of Local Government, Rural Development and Cooperatives, Bangladesh Secretariat, Dhaka.

4. Project Director, "Upazila Integrated Capacity and Development Project (UICDP)", NILG Building, Agargaon, Dhaka.

5. Deputy Commissioner (All), --------------------- District.

6. Deputy Director, Local Government (All), - -------------------- District.

7. Private Secretary to the Senior Secretary, Local Government Division, Bangladesh Secretariat, Dhaka.

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

Upazila Integrated Capacity Development Project

Minutes of the First Meeting of the Joint Coordination Committee

The first meeting of the Joint Coordination Committee (JCC)[1] of the Upazila Integrated Capacity Development Project (UICDP) was held on 13 August 2018, Monday at 3.30 p.m. in the Conference Room of the Local Government Division (LGD). The meeting was chaired by Dr. Zafar Ahmed Khan, Senior Secretary, the LGD. The list of the participants of the meeting is attached as Annex A.

2. At the outset, the Chairperson welcomed the participants in the meeting and requested them to introduce themselves. After the self-introduction, he drew attention to the agenda and requested Mr. Ikeda Kenzo, the team leader of JICA expert team to make presentations.

3.Presentation
Mr. Ikeda Kenzo made agenda-wise presentations as follows:

3.1. Project Introduction

In the introductory presentation, Mr. Ikeda Kenzo informed that the UICDP is a technical assistance project being implemented by the LGD. JICA is its development partner and the National Institute of Local Government (NILG) is its co-implementer. The project duration is from August 2017 to July 2022. The key objective of the project is to improve the comprehensive coordination capacity of Upazila Parishad. He added that the JCC is the highest decision-making body and would provide guidance for the smooth implementation of the project activities. As it was the first meeting of the JCC, he described the composition and terms of reference of the JCC. He also added that one of the important functions of the JCC is to approve annual work plans of the project. He shared other relevant information in a nutshell such as project purpose, project outputs, project activities, implementation structure, and collaboration with the Upazila Governance and Development Project (UGDP).

3.2. Main Agenda-1: Work Plans of the UICDP

3.2.1. At the beginning, Mr. Ikeda pointed out that one of the important agendas of the meeting was the approval of the Annual Work Plan FY 2018-19. However, for better understanding of the members, he shared the Overall Work Plan of the UICDP first. Then, he described the activities implemented so far since its preparatory stage, i.e., in FY 2017-18, which were as follows:
- Selection of eight (8) pilot Upazilas from each Division with the approval of the LGD, and dispatch of a District Coordinator to each pilot Upazila (Bakerganj, Bijoynagar, Gajaria, Chuadanga Sadar, Gaffargaon, Ullahpara, Kaliganj and Baralekha)
- Development of draft formats and manuals for Upazila integrated development plans

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[1] The JCC is the highest decision-making body of JICA's technical assistance project. It is equivalent to the "Project Steering Committee (PSC)" which is commonly used in Bangladesh.

- Provision of training and technical support to pilot Upazilas for preparing annual development plans

As a result, all the pilot Upazilas successfully formulated their Annual Development Plans for FY 2018-19.

3.2.2. Then he placed the Annual Plan for FY 2018-19 with necessary explanations on the planned activities against each output.

Project Output	Planed activities for 2018-19
1. Development of the Mid- and Long-Term Strategy for Upazila Parishad Governance Improvement	• Form the Working Committee to Develop the Strategy. • Develop the draft Strategy, and finalize it upon JCC's approval. • Form the Strategy Implementation Committee. • Implement and monitor the Strategy.
2. Establishment of an advanced model on Integrated Upazila Development Plan	• Monitor the implementation of the AP for FY 2018-19. • Identify lessons learnt, and improve the draft manual. • Support pilot Upazilas to formulate the Five-Year Plan (FYP) and AP for FY 2019-20.
3. Capacity development of NILG and related institutions for conducting training for Upazila Parishad stakeholders	• Develop a draft Mid- and Long-Term Training Plan for capacity development of Upazila stakeholders. • Conduct training for pilot Upazilas on the formulation of the FYP and AP. • Conduct TOT for the NILG and other institutions.

For developing the Mid- and Long-Term Strategy for Upazila Parishad Governance Improvement (Output1), he explained that the Working Committee should be formed in line with the Technical Project Proposal (TPP). The proposed structure of the Working Committee is as follows.

Chairman	• National Project Director
Member	• Project Director (LGD) • Representative, Planning Commission • Representative, Planning Wing, LGD • Representative, MIE Wing, LGD • Representative, Upazila Wing/Branch, LGD • Representative, Upazila Governance and Development Project (UGDP) • Representative, LGED • Representative, DPHE • Deputy Project Director (NILG) • Representative, JICA Bangladesh • Representative, development partners
Member Secretary	• Deputy Project Director (LGD)

At this stage, he sought JCC's approval on preparatory activities implemented in FY 2017-18 and the proposed Annual Work Plan for FY 2018-19.

3.3. Main Agenda-2: Support to Host Communities Affected by the Rohingya Refugee Influx

In the last presentation, the team leader informed that, in July 2018, the UICDP, UGDP and JICA Bangladesh have conducted a joint field survey on the status of host communities affected by Rohingya Refugee influx. The survey revealed that both Ukhiya and Teknaf Upazila Parishads do not have sufficient information on the on going projects implemented by different organizations within the Upazilas. As a result, they cannot identify the areas they need to invest their resources. They need support for resource mapping and formulation of their development plans. It is, therefore, proposed

that the UICDP would dispatch a District Coordinator to Ukhiya and Teknaf Upazilas for providing technical assistance in resource mapping as well as development planning. He also explained the role of the District Coordinator in the existing framework of support to host communities.

4. Discussion

After the presentations, the Chairperson opened the floor and requested the officials from different ministries/divisions/organizations for their comments, queries and opinions on the Annual Work Plan for FY 2018-19, and other issues. He specifically mentioned that comments from the representatives of the Implementation Monitoring and Evaluation Division (IMED) and other Divisions of the Planning Commission were very important.

4.1. Mr. Nikhil Kumar Das, Deputy Chief, Planning Commission, pointed out that importance of the linkage between Upazila-level planning and national plans such as Five-Year Plan and Perspective Plan. In this connection, the Chairperson said that it is critical to create awareness about national plans, SDGs, and other national priorities among Upazila-level stakeholders. All these documents should be taken into consideration in the preparation of Upazila development plans, and capacity development programmes should be taken accordingly.

4.2. Mr. Md. Mahabubul Haque Patwary, Deputy Chief, Ministry of Agriculture, suggested that last slide on Rohingya issue, a figure showing the conceptual image of the additional support to the host communities, can be easy to understand.

4.3. Mr. Md. Golam Yahia, Director Training, NILG, pointed out that capacity development for Upazila stakeholders is important, but ensuring sufficient resources is equally important.

4.4. Mr. Bashir Ahmed, Joint Secretary, the Economic Resources Division (ERD), proposed to include representative(s) from the Ministry of Disaster Management & Relief and Public Safety Division in the JCC. He was given reply that the structure of the JCC is presented in the TPP, and such inclusion is not possible at this stage.

4.5. As requested by the Chairperson, Mr. Ikeda Kenzo responded to the queries and observations. Regarding alignment with national plans, he mentioned that the project has been providing training to pilot Upazilas, and in the training,linkage with national plans and SDGs was emphasized. Regarding the involvement of the Planning Commission, he added that a working committee would develop the Strategy. A representative from the Planning Commission will be involved in the formulation process as a member of the committee. In this connection, the Deputy Chief suggested to include a representative from General Economic Division (GED) of the Planning Commission in the committee.

4.6. The Chairperson pointed out that training is important for capacity enhancement in the area of management, leadership, resource mobilization and coordination. However, training is not always effective. Demonstration of the result of the training is a challenge. He requested to revisit the training manuals and processes so that it could yield better result. He emphasized the importance of model development plans for Upazila, and added that Upazila should be seen as an effective coordinating agency for all development activities.

4.7. Mr. Mitomori Koji, Senior Representative, JICA Bangladesh Office, in his short deliberation, put importance on the proactive role of the LGD, NILG and the project team for successful implementation of the project. He also emphasized the outcomes of the training program.

5. Decision

After the discussions above, the following decisions were taken:

5.1. The Annual Work Plan of the UICDP for FY 2018-19 has been approved.

5.2. Preparatory activities accomplished by the project during FY 2017-18 have been given post-facto approval.

5.3. The formation of the Working Committee for the Formulation of the Mid- and Long-Term Strategy of Upazila Parishad Governance Improvement has been approved. The Planning commission will be represented in the committee by a representative from the General Economic Division (GED). Any other relevant members may also be co-opted by the committee if needed. The LGD will issue a notification regarding the formulation of the committee above.

5.4. The proposal placed in the meeting for providing support to host communities affected by the Rohingya Refugee influx has been approved.

Having no other agenda for discussion, the meeting was ended with a vote of thanks from the Chairperson.

(Dr. Zafar Ahmed Khan)
Senior Secretary

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

Upazila Integrated Capacity Development Project

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Minutes of the Second Meeting of the Joint Coordination Committee

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The second meeting of the Joint Coordination Committee (JCC) of the Upazila Integrated Capacity Development Project (UICDP) was held at the conference room of the Local Government Division (LGD) at 4.00 p.m. on Tuesday, 24 September 2019. As the Secretary, Local Government Division was in abroad, the meeting was chaired by Mr. Md. Aminul Islam Khan, Additional Secretary (Administration), LGD. The list of the participants of the meeting is attached as Annex-A.

2. At the onset of the meeting, the Chairperson welcomed the participants. The Chairperson drew attention of the participants to the minutes of the first JCC meeting and asked if they had any comments or observations on the minutes. As there was no comment or observation, the minutes was confirmed as presented.

Then, the Chairperson requested Mr. Ikeda Kenzo to make an agenda wise presentation.

3. Presentation

Agenda 1: Review of the First JCC meeting

3.1 Mr. Ikeda Kenzo presented the decisions taken in the first JCC meeting along with the implementation status of each decision. It was found that all the four decisions taken in the meeting had been duly implemented.

3.2 Kazi Mahbubul Alam, Deputy Secretary, Health Services Division (HSD), Ministry of Health and Family Welfare, wanted to know the supports being provided by UICDP to the host communities in Ukhia and Teknaf. In response, Mr. Ikeda mentioned that UICDP provides technical supports to the two Upazila Parishads to formulate their development plans. Mr. Abdur Rauf, Project Director, added that 8(eight) Upazilas from 8(eight) Divisions were initially selected as pilot Upazilas to provide technical assistance for the formulation of development plans such as Five-Year Plan (FYP)and Annual Development Plan (AP). According to the decision of the first JCC meeting, Ukhia and Teknaf have

been included as Pilot Upazilas for providing the same technical assistance like the initially selected eight pilot Upazilas.

Agenda 2: Overview of UICDP

3.3 Mr. Ikeda mentioned that, because one year has been passed since the first meeting of JCC, the presentation on the overview of the UICDP would help the JCC members have a good understanding about the project. He briefly explained the goal, purpose, outputs, basic structure and methodology/technical approach of the project and its collaboration with UGDP & EALG. He also mentioned the progresses so far made by the project.

3.4 At this stage, the Chairperson thanked Mr. Ikeda for presenting the overview of the project and progresses as well. He suggested to present the Annual Work Plan for 2019/20.

Agenda 3: Annual Work Plan for FY 2019/20

3.5 Mr. Ikeda presented the key activities to be implemented in FY 2019/20 and also discussed the points to be considered for each of the activities. The planned key activities were as follows:

Outputs	Key activities to be implemented in FY 2019/20
1: Mid- and Long-Term Strategy	1.1 Develop the draft Strategy, and hold the central and local consultations, and finalize the Strategy upon JCC's approval. 1.2 Form the Strategy Implementation Committee, and implement and monitor the Strategy.
2: Upazila Integrated Development Plan	2.1 Develop a draft Mid- and Long-Term Training Plan for capacity development of Upazila stakeholders. 2.2 Monitor the implementation of the FYP and AP. 2.3 Based on the lessons learnt, Improve the draft guidelines and manual, and finalize them.
3: Capacity Development	3.1 Develop a draft Mid- and Long-Term Training Plan for capacity development of Upazila stakeholders. 3.2 Organize training for pilot Upazilas on the formulation of FYP and AP. 3.3 Conduct TOT for the NILG and other institutions.

3.6 Mr. Ikeda showed the major activities already conducted since the beginning of the current fiscal year (up to September 2019) along with the activities to be implemented in the next few months. The activities already conducted during the current fiscal year under different outputs were as follows:

Output 1: Mid- and Long-Term Strategy

- The intensive discussion program on Upazila governance was held on 5 and 6 July 2019. The draft Strategy has been thoroughly discussed during the program.
- The 4th meeting of the Working Committee was held on 5 August 2019. The English draft was approved by the Committee, and the Bengali version is currently being prepared.

Output 2: Upazila Development Planning

- Training on Upazila development planning were organized in late July 2019. All pilot Upazilas have attended the training sessions.
- LGD, with support from the Project Implementation Office, has been providing the follow-up training to each pilot Upazila.
- The pilot Upazilas are currently preparing the FYP and AP.
- The second drafts of the Guidelines and Manual for Upazila Integrated Development Planning were prepared.

Output 3: Mid- and Long-Term Training Plan

- The fourth meeting of the Working Group was held in 9 September 2019 to discuss the training subjects for Upazila Parishad public representatives and other stakeholders.

4. Discussion

At the end of the presentation and in reply to a question of the Chairperson, Mr. Ikeda mentioned that, the draft Bengali version of the Strategy will be prepared by the end of the October 2019. Then, the Chairperson invited the participants for open discussions and requested them to give their opinions and comments.

4.1 Kazi Mahbubul Alam, Deputy Secretary, HSD, opined that concerned ministry/division may be requested to assign one officer for attending JCC meeting and the working paper of the meeting should be distributed well ahead of the meeting. He also requested to upload the draft strategy and guidelines on the web-site. The points were well taken and relevant information were shared in the meeting.

4.2 Mr. Zahirul Islam, Deputy Secretary, LGD, proposed to include one representative from Ministry of Disaster Management and Relief in JCC. In response, Mr. Ikeda mentioned that formation of JCC is mentioned in TPP. It may be included in the next revision of TPP. Alternative proposal was placed to co-opt a representative from Ministry of Disaster Management and Relief as a member of Working Committee, and it was agreed upon.

4.3 In response to a question about the progress of the project, Mr. Ikeda mentioned that the "Mid- and Long-Term Strategy for Upazila Governance Improvement" was at the final stage and draft "Model on Development Planning" was being experimented at the pilot Upazilas. He assured that both the documents would be finalized within the remaining project period. Regarding the sequence of completing the "Strategy" and the "Model", he added that the draft of the both documents would be improved parallaly based on the feedbacks from the pilot Upazilas as well as LGD and other ministries/departments. The Bengali version of the Strategy will be completed by the end of this year. The content of both the documents will be finalized keeping synergies with each other.

4.4 Mr. Shamsul Alam, Chairman, Upazila Parishad, Bakerganj and the member of JCC, pointed out that he had the opportunity to take training on the development planning organized by UICDP. Bakerganj Upazila has formulated and implemented the A Pin the previous fiscal year, and being formulating the FYP and AP of the current year. He mentioned that a certain amount of fund is required to meet the related expenditures in formulating FYP and AP. However, there is no provision of such fund. An instruction from LGD is required for using the fund from allocated ADP or local revenue for this purpose. He also pointed out, with some examples, that the Upazila Parishad or the Upazila Parishad Chairman is not consulted nor even informed about the development activities of different government departments within the territory of the Upazila. He sought intervention of LGD and UICDP.

4.5 The Chairperson replied that, the issue of the fund may be examined. However, the other issue requires a high-level political decision. He mentioned that, there are a lot of challenges and scopes to improve the functioning. Therefore, UICDP and also UGDP may identify the issues and come up with some recommendations or solutions.

4.6 Mr. Watanabe, representative of JICA Bangladesh, pointed out the issues regarding FYP and AP formulation at the Pilot Upazilas and developing the draft Strategy by

UICDP. He emphasized that the implementation and monitoring of development plans should be the routine work of the Upazila Parishad. He also shared that, UGDP is going to conduct the Mid-Term Review in addition to Annual Performance Assessment. He put importance on linking the UGDP findings and the recommendations of the Strategy.

4.7 In response to a question of Mr. Kazi Mahbubul Alam regarding the support in Ukhia and Teknaf Upazila, Mr. Ikeda mentioned that, the District Coordinators were deployed at Teknaf and Ukhia, and the resource mapping had been completed. Basic data and information had been collected. Concerned persons of the Upazila Parishads have been trained on development planning. Mr. Rauf complemented that, there is no scope to intervene beyond the scope of the project in any Upazilas including Teknaf and Ukhia. Mr. Watanabe added that, although there is no scope to intervene through UICDP, UGDP, a sister project of UICDP, can intervene as it provides an additional amount of BDT15 million as a support to each of the two Upazilas. Mr. Mohsin, Project Director of UGDP, informed that usually UGDP provides an additional amount of BDT5 million in each Upazila. Considering the present situation, Teknaf and Ukhia Upazilas are entitled to receive BDT 15 million as additional development fund from UGDP which are being used in a bottom-up approach of development.

5. Decisions:

After the discussions above, the following decisions were taken:

5.1 The Annual Work Plan for FY 2019-2020 has been approved.

5.2 The working paper and relevant documents will be sent to the members of the JCC at least 3 days before the date of the meeting.

5.3 A representative from Ministry of Disaster Management and Relief will be co-opted as a member of the Working Committee of UICDP.

Having no other agenda for discussion, the meeting was ended with a vote of thanks from the Chairperson.

Signed

(Md.Aminul Islam Khan)
Additional Secretary
Local Government Division

No. 46.600.006.00.00.002.2018-60.   Date: 20/10/2019

Copy forwarded for kind information and necessary action to: -

1. Cabinet Secretary, Cabinet Division, Bangladesh Secretariat, Dhaka.
2. Senior Secretary, Ministry of Social Welfare, Bangladesh Secretariat, Dhaka.
3. Secretary, Economic Relation Division, Ministry of Finance, Planning Commission Campus, Sher-e-Bangla Nagar, Dhaka.
4. Secretary, Finance Division, Ministry of Finance, Bangladesh Secretariat, Dhaka.
5. Secretary, Implementation, Monitoring and Evaluation Division, Ministry of Planning, Sher-e-Bangla Nagar, Dhaka.
6. Secretary, Ministry of Agriculture, Bangladesh Secretariat, Dhaka.
7. Secretary, Health Services Division, Bangladesh Secretariat, Dhaka.
8. Secretary, Ministry of Fisheries and Livestock, Bangladesh Secretariat, Dhaka.
9. Secretary, Ministry of Primary and Mass Education, Bangladesh Secretariat, Dhaka.
10. Secretary, Ministry of Women and Children Affairs, Bangladesh Secretariat, Dhaka.
11. Secretary, Ministry of Youth and Sports, Bangladesh Secretariat, Dhaka.
12. Secretary, Rural Development and Cooperatives Division, MoLGRD&C
13. Member, Agriculture Water Resources and Rural Institution, Planning Commission.
14. Director General, National Institute of Local Government (NILG), Agargaon, Dhaka.
15. Chief Engineer, Local Government Engineering Department (LGED), Agargaon, Dhaka.
16. Additional Secretary (Admin), Local Government Division, Bangladesh Secretariat, Dhaka.
17. Additional Secretary (Upazilla), Local Government Division, Bangladesh Secretariat, Dhaka.
18. Director General, MIE Wing, Local Government Division, Bangladesh Secretariat, Dhaka.
19. Joint Chief, Local Government Division, MoLGRD&C, Bangladesh Secretariat, Dhaka.
20. Project Director, Upazilla Governance and Development Project (UGDP), DPHE Bhaban, Dhaka
21. Deputy Secretary, Upazila-2, Local Government Division, Bangladesh Secretariat, Dhaka.
22. Chairman, Upazilla Parishad, Bakerganj Upazilla, Barishal/ Chuadanga Sadar Upazilla, Chuadanga.
23. Mitomori Koji, Senior Representative, JICA Bangladesh Office, Dhaka.
24. Hiroki Watanabe, Representative, JICA Bangladesh Office, Dhaka.

20·10·19

Md. Abdur Rauf
Project Director & Joint Secretary
Local Government Division

Copy for information and necessary action:
1. Deputy Secretary (Secuirity-2), Public Safety Division, Ministry of Home Affairs, Bangladesh Secretariat, Dhaka (Requested to allow entrance with vehicle)
2. Deputy Secretary (Admin-2), Local Government Division, MoLGRD&C, Bangladesh Secretariat, Dhaka.
3. PS to Secretary, Local Government Division, Bangladesh Secretariat, Dhaka.
    PO to Additional Secretary (Admin), Local Government Division, Bangladesh Secretariat, Dhaka.

List of Participants

Sr. no.	Name	Designation
1.	Md. Aminul Islam	Additional Secretary, LGD
2.	Md. Abdul Wadud Chowdhury	Deputy Secretary, Cabinet Division
3.	Numeri Zaman	Deputy Secretary, LGD
4.	Amitavh Sarker	Additional Secretary, LGD
5	Md. Zahirul Islam	Deputy Secretary, LGD
6.	Md. Abdur Rauf	Joint Secretary, LGD
7.	Md. Mohsin	Project Director, UGDP, LGD
8.	Md. Nayeb Ali	Deputy Secretary, MoSW
9.	Md. Sayed Ahsan	Deputy Secretary, MoYS
10	Kazi Mahbubul Alam	Deputy Secretary, HSD, MH & FW
11.	Arun Kumar Chowdhury	Deputy Project Director, MDSP
12.	Monjurul Alam	Assistant Chief, MoFC
13.	Md. Habibullah	Maintenance Engineer, MOPMF
14.	Hiroki Watanabe	Representative, JICA
15.	Dr.Mobasser Monem	Professor, Dhaka University
16.	Sanjida Haque	Sr. Program Officer, JICA
17.	Md. Shamsul Alam	Chairman, Bakerganj Upazila Parishad
18.	Ikeda Kenzo	Team Leader, UICDP
19.	Asaba Keitaro	M & E Expert, UICDP
20.	Masahiko Suginaga	Consultant, UICDP
21.	Md. Akram Husain	Sr. Consultant, UICDP
22.	M. Khairul Kabir	National Consultant, UICDP
23.	Md. Asaduzzaman	Consultant, UICDP
24.	A.H.M. Shahidul Islam	Consultant, UICDP
25.	Nadira Sultana	Office Secretary, UICDP
26.	Noshih Bin Amzad	Jr. Consultant, UICDP
27.	Abdullah Al Noman	Jr. Consultant, UICDP
28.	Khalid Hasan	Assistant Office Secretary, UICDP

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গ্রাম শহরের উন্নতি	

স্মারক নং- ৪৬.০৪৫.০১৫.০০.০০.০২.২০১৮-

তারিখ: ৩০ ভাদ্র ১৪২৭
১৪ সেপ্টেম্বর ২০২০

বিষয়: "উপজেলা ইন্টিগ্রেটেড ক্যাপাসিটি ডেভেলপমেন্ট প্রজেক্ট (ইউআইসিডিপি)" এর জয়েন্ট কো-অর্ডিনেশন কমিটির ৩য় সভার কার্যবিবরণী।

গত ১১/০৮/২০২০ তারিখে স্থানীয় সরকার বিভাগের সিনিয়র সচিব মহোদয়ের সভাপতিত্বে Zoom Apps এর মাধ্যমে অনুষ্ঠিত "উপজেলা ইন্টিগ্রেটেড ক্যাপাসিটি ডেভেলপমেন্ট প্রজেক্ট (ইউআইসিডিপি)" এর জয়েন্ট কো-অর্ডিনেশন কমিটির ৩য় সভার কার্যবিবরণী সদয় অবগতি ও প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য এতদ্সাথে নির্দেশক্রমে প্রেরণ করা হলো।

সংযুক্তি : বর্ণনা মোতাবেক।

(মোহাম্মদ জহিরুল ইসলাম)
উপসচিব
ফোন: ৯৫৭৭২৩০
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বিতরণ (জ্যেষ্ঠতার ক্রমানুসারে নয়):

১। মন্ত্রিপরিষদ সচিব, মন্ত্রিপরিষদ বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা।
২। সচিব, অর্থ বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা।
৩। সচিব, অর্থনৈতিক সম্পর্ক বিভাগ, শেরে বাংলা নগর, ঢাকা।
৪। সচিব, বাস্তবায়ন, পরিবীক্ষণ ও মূল্যায়ন বিভাগ, শেরে বাংলা নগর, ঢাকা।
৫। সচিব, কৃষি মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।
৬। সচিব, স্বাস্থ্য সেবা বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা।
৭। সচিব, মৎস্য ও প্রানিসম্পদ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।
৮। সচিব, সমাজকল্যাণ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।
৯। সচিব, প্রাথমিক ও গণশিক্ষা মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।
১০। সচিব, মহিলা ও শিশু বিষয়ক মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।
১১। সচিব, যুব ও ক্রীড়া মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।
১২। সচিব, পল্লী উন্নয়ন ও সমবায় বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা।
১৩। সদস্য, কৃষি, পানি সম্পদ ও গ্রামীণ প্রতিষ্ঠান, পরিকল্পনা কমিশন, শেরে বাংলা নগর, ঢাকা।
১৪। অতিরিক্ত সচিব (প্রশাসন), স্থানীয় সরকার বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা।
১৫। মহাপরিচালক, জাতীয় স্থানীয় সরকার ইনস্টিটিউট, আগারগাঁও, ঢাকা।
১৬। প্রধান প্রকৌশলী, স্থানীয় সরকার প্রকৌশল অধিদপ্তর, আগারগাঁও, ঢাকা।
১৭। মহাপরিচালক (মইই), স্থানীয় সরকার বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা।
১৮। প্রকল্প পরিচালক, উপজেলা গভারন্যান্স ডেভেলপমেন্ট প্রজেক্ট (ইউজিডিপি), জনস্বাস্থ্য প্রকৌশল ভবন, ঢাকা।
১৯। প্রকল্প পরিচালক, উপজেলা ক্যাপাসিটি ডেভেলপমেন্ট প্রজেক্ট (ইউআইসিডিপি), আগারগাঁও, ঢাকা।
২০। যুগ্মপ্রধান, স্থানীয় সরকার বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা।
২১। সিনিয়র সচিবের একান্ত সচিব, স্থানীয় সরকার বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা।
২২। সিনিয়র সহকারী প্রধান, পরিকল্পনা-৪ শাখা, স্থানীয় সরকার বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা।
২৩। Mr. Mitomori Koji, Senior Representative, JICA Bangladesh Office, Gulshan, Dhaka.

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
Upazila Integrated Capacity Development Project (UICDP)

Minutes of the Third Meeting of the Joint Coordination Committee

Chair:	Mr. HelalUddin Ahmed, Senior Secretary, Local GovernmentDivision.
Date and Time:	11 August 2020; at 11 a.m.
Venue:	Using online platform Zoom
Participants:	attached as Annexure

At the onset of the meeting, the chairperson welcomed the participants. He pointed out in his speech that, according to the Upazila Parishad Act, Upazila Parishad has a vital role in coordinating the development activities within the Upazila. The coordination should be both horizontal and vertical. From the very beginning, Upazila Parishad had been trying to do this task, but it didn't reach the expected level. He hoped that, through UICDP activities, the efficiency of UpazilaParishads would be increased, and Upazila Parishad would be able to coordinate all the issues at a desired level. Then, the chairperson requested the Project Director Ms. SailaFarzana to conduct the meeting. The Project Director added a few words about the project and told that the minutes of the second JCC meeting were sent to all the members in time. She asked the participants if they had any comments or observations on the minutes. As there was no comment and observation, she proposed to confirm the minutes, and the chairperson confirmed the minutes accordingly.

Then,discussion on each agenda was conducted as follows.

Agenda 1: Review of the Second JCC meeting

2. Ms. SailaFarzana, the Project Director, drew the attention of the participants to the agenda and working paper of the meeting, and presented Agenda 1. She shared the implementation status of the decisions of the second JCC meeting held on September 24, 2019 which were as follows:

Decisions	Progress
The Annual Work Plan for FY 2019-2020 has been approved.	• Project activities have been implemented according to the Annual Work Plan for FY 2019-20. • Progress of key activities is presented in Agenda 3.
The working paper and relevant documents will be sent to the members of the JCC at least 3 days before the date of the meeting.	• The working paper and relevant documents have been sent to the members 3 days before the meeting.
A representative from Ministry of Disaster Management and Relief will be co-opted as a member of the Working Committee of UICDP.	• No Working Committee meeting was held after the second JCC meeting. • A representative from Ministry of Disaster Management and Relief will be invited to the relevant meeting as a co-opted member.

2.1 After her presentation, the Project Director requested Mr. Ikeda Kenzo, Team Leader of UICDP Consultant Team, to present the remaining agenda.

1

Agenda 2: Overview of UICDP

3. Mr. Ikeda told that one year has been passed since the second meeting of JCC, and hence an overview of the UICDP would help the JCC members have a good understanding about the project. He briefly explained the goal, purpose, outputs, basic structure and methodology/technical approach of the project and its collaboration with Upazila Governance and Development Project (UGDP) andthe Efficient and Accountable Local Government (EALG) Project.

3.1 He shared that as per the Technical Assistance Project Proposal (TAPP), UICDP selected eight (8) pilot Upazilas from eachDivision. Later on, Ukhia and TeknafUpazilaswere included on special considerations according to the decision of the first JCC meeting.

3.2 Mr. Ikeda mentioned that the project duration was originally set from August 2017 to July 2022 and it has been divided into two phases: Phase 1 (August 2017- June 2020) and Phase 2 (July 2020- July 2022). The objective of Phase 1 is to establish a model to improve the capacity of the Upazila Parishads in pilot Upazilas, and in Phase 2, the model would be implemented and disseminated in the extended pilot Upazilas. Key activities of each phase are as follows:

Phase	Key Activities
Phase 1	**Objective**: Establish a model to improve the "comprehensive coordination capacity of Upazila Parishad" in pilot Upazilas. **Key Activities**: • Develop the Mid- and Long-Term Strategy. • Develop draft Guidelines for the Upazila Integrated Development Plans and implement them. • Develop theMid- and Long-Term Training Plan.
Phase 2	**Objective**: Disseminate the model to improve "comprehensive coordination capacity of Upazila Parishad" in the extended pilot Upazilas. **Key Activities**: • Implement the above Strategy and monitor its progress. • Finalize the above Guidelines, and scale up to the extended pilot Upazilas. • Implement and update the Mid- and Long-Term Training Plan.

Agenda 3: Report of Progress in Phase 1

4. At this stage, Mr. Ikeda drew the attention of the participants to the key activities supposed to be done in Phase 1 as explained in the presentation of Agenda 2. Then, the progress of key activities in Phase 1 was presented as follows:

Output	Progress
Output 1: Mid- and Long-Term Strategy	• A Working Committee (WC) was formed, and the committee prepared the initial English draft of the Mid- and Long-Term Strategy for Upazila Parishad Governance Improvement. • In addition to the WC meetings, individual interviews were conducted, and the retreat program was organized. • The final draft was approved in the fourth WC meeting, and then its Bengali version was developed. • A series of local consultation workshops at Upazila and District level had been organized. • A central consultation workshop was arranged on 22 March 2020, but postponed due to COVID-19 outbreak. • Then, the draft Strategy had been distributed to all the relevant ministries/divisions and departments for their comments and suggestions.

Output	Progress
Output 2: Upazila Integrated Development Planning	• UICDP supported pilot Upazilas to formulate and monitor development plans. A total of 9 training programs and workshops were organized to support pilot Upazilas. • Consequently, all the pilot Upazilas formulated development plans (FYP and AP) for three consecutive years. • UICDP has also supported them to implement and monitor the development plans. District Coordinators of UICDP have assisted. • UICDP supported LGD to develop the Guidelines for Upazila Parishad Integrated Development Planning through updating the existing one of 2014. • A number of local level consultation workshops had been organized for receiving comments and feedbacks on the draft Guidelines. • Then, like the draft Strategy, the draft Guidelines had been distributed to the relevant ministries/divisions and departments for their comments and suggestions instead of holding a central level workshop. • In addition, a Manual for Upazila Integrated Development Planning has been prepared.
Output 3: Mid- and Long-Term Training Plan	• To formulate the Mid- and Long-Term Training Plan, a Working Group (WG) was established within NILG. The WG held eight (8) meetings. • Based on the discussion at the WG meetings, the final English draft of the Mid- and Long-Term Training Plan was approved at the last WG Meeting and then its Bengali version was developed. • The Draft Mid- and Long-Term Training Plan had been distributed to the relevant ministries and departments for their comments and suggestions like two(2) other key documents.

4.1 Mr. Ikeda also mentioned that comments on the above three (3) policy documents have so far been received from only 5 ministries/divisions and departments. The three draft documents will be finalized through incorporating the appropriate comments and will be placed for the approval of LGD.

4.2 After this, the floor was open for comments on Agenda 3.

4.2.1 Mr. Prashanta Kumar Chakraborty, Divisional Chief, Agriculture Division of Planning Commission asked about the physical and financial progress of the project and the time required to complete Phase 1. Mr. Ikeda replied that field level activities of Phase 1 have almost been completed. It will be closed immediately after the finalization of three policy documents. He shared that if the deadline, originally by 10 July, can be newly set within seven to ten days, it would be possible to finalize the outputs and close Phase 1 by the end of August. Regarding the financial progress, he replied that, the expenditure from JICA part is almost in line with the original plan but the expenditure from GoB side didn't follow the plan due to some unavoidable reasons. This issue will be taken into consideration during the revision of TAPP.

4.2.2 Mr. Abdul WadudChowdhury of Cabinet Division opined that after getting the feedback from all of the ministries/divisions, they could meet together again for finalizing the key documents. In response, Mr. Hiroki Watanabe, Representative (Governance, Public Administration), JICA, told that all of the outputs were disseminated to all the stakeholders, and the project team made a series of consultation with the concerned stakeholders and received a number of comments and responses. The central consultation was supposed to be the last consultation at the national level. As it could not be arranged, LGD sent the documents to the concerned stakeholders for their comments. The deadline for the comments had already been expired. Under the above circumstances, the deadline could be extended to 1 (one) week or 10 days at most from the 3rd JCC meeting date. After getting the feedbacks, the documents could be finalized. At this stage, the Project Director requested the representatives of the concerned ministries and departments joining the JCC meeting to ensure sending their comments immediately.

4.2.3 A good number of queries and comments were made on Output 2 by Mr. Md. HelalUddin, Division Chief (Planning) of Health Services Division, Mr. GopalKrisnoDebnath, SuperintendtEngineer of LGED, Mr. Md. DelwarHossain, Deputy Secretary of Ministry of Social Welfare, Mr. WalidHossain, Joint Secretary of Finance Division, Mr. Abu Md. MohiuddinQuaderi, Joint Chief of LGD and Mr. DipakChakraborty, Additional Secretary (Admin) of LGD. Most of the queries were related to the contents of the Guidelines for Upazila Integrated Development Planning. The draft guidelines and two other policy documents have been distributed to the relevant ministries/divisions and departments for their comments. However, Mr. Ikeda and the Project Director responded to the queries which are summarized below:

All the transferred line department (TLD) officers including Upazila Health & Family Planning Officer and Upazila Women Affairs Officer are involved in the process of formulating Upazila Five-Year Plan (FYP) and Annual Development Plan (AP). Sectorial priorities in development plans are fixed based on their information, identification of local development needs and situation analysis. All the TLD officers have been imparted training on Upazila development planning by the project either at NILG, Dhaka or at Upazila level. The guidelines suggested maintaining linkage with national level plans and sectoral plans. Besides, it suggested to maintain a strong horizontal and vertical linkage. During formulation of development plans, resource mapping is done and all relevant information is collected from all sources including Zila Parishad to utilize the available resources properly and to avoid overlapping. Upazila Parishads are empowered by law to formulate, approve, implement and monitor the FYP and the AP.

4.3 Mr.GolamYahia (Director, NILG)wanted to know how the other Upazilas can use the documents for preparing plans. In response, Mr. Watanabe told that there is a parallel project named UGDP which is currently functional at 357 Upazilas and going to cover all the Upazilas very soon. He added that all the documents prepared by UICDP would be disseminated to all the Upazilas through UGDP. He also mentioned that UGDP has a website and the documents can be disseminated through UGDP's website.

4.4 Mr. Gopal Krishna Debnath requested to prepare a website for the project to upload all the documents including the training module so that all the Upazilas can get knowledge about Upazila development plans and the relevant training module. Mr. Kiohey Yamamoto Mamun, Advisor (Local Governance), JICA wanted to know that whether it is possible to disseminate/disclose the documents through LGD website or not. Ms. SailaFarzana replied that it is a good idea; they would try to do so.

4.5 Mr. GolamYahia suggested providing the English version of the Training Plan along with the Bengali version.

Agenda 4: Work Plan for Phase 2

5. After providing a brief on the progress in Phase 1, the Work Plan for Phase 2 was presented. Mr. Ikeda told that, it was developed based on the experiences and lessons learnt in Phase 1. He added that, some changes are proposed in the new Work Plan for Phase 2as follows:

a) Number of pilots Upazilas
- Originally two more Upazilas per Division were supposed to be added in Phase 2. Now all the Upazilas under the eight (8) pilot Districts, will be selected as Extended Pilot Upazilas and the total number of the Upazilas would be 63 (except Ukhia and TeknafUpazilas of Cox's Bazar District).

b) Supports to the monitoring system
- During Phase 2, UICDP will support LGD to work on establishing monitoring system on the governance status of Upazila Parishad. The collaboration with MIE Wing as well as Director, Local Government (DLG) and Deputy Director, Local Government (DDLG) will be

needed. The criteria of the performance assessment, 4 minimum pre-conditions and 16 indicators being used under UGDP, can be the basis of a monitoring format to be developed.

- At the local level, UICDP will study whether the monitoring system is practical enough. For that purpose, UICDP will provide hands-on support to the initial eight (8) pilot Upazilas.

c) Collaboration with other training institutes

- UICDP will seek collaboration with other training institutes or organizations including Bangladesh Public Administration Training Centre (BPATC), Bangladesh Civil Service Administration Academy (BCSAA) and Local Government Engineering Department (LGED)to incorporate the concept of Upazila development planning and training contents prepared by UICDP into their training programs.
- The chair expressed, NILG is the perfect training institute for Upazila level training. Moreover, we can include BARD, RDA RPATC.

5.1 Mr. Ikeda presented the key points of Work plan for Phase 2 as follows:

5.1.1 Key activities under Output 1

1) Support the formation and operation of the Strategy Implementation Committee.
2) Support the establishment of the Strategy Implementation Desk (SID), and the operation of SID.
3) Support the monitoring on the implementation status of the Mid- and Long-Term Strategy.

5.1.2 Key activities under Output 2

4) Provide training on development planning to all pilot Upazilas at District-level (tentatively planned from February to March 2021).
5) Assist DDLGs in monitoring the status of Upazila development plans.
6) Assist LGD in developing a system to monitor the governance status of each Upazila.
7) Assist LGD in working with BPATC, BCSAA, LGED and other institutes in incorporating the key concepts of Upazila development planning in their own training.

5.1.3 Key activities under Output 3

8) Support the establishment of the implementation and monitoring mechanism of the Mid- and Long-Term Training Plan. A working group for the Mid- and Long-Term Training Plan will be formed.
9) Support the monitoring on the progress of the Mid- and Long-Term Training Plan.
10) Support the development of online contents of the basic orientation on Upazila governance and development planning.

5.2 After this, the floor was open for comments on Agenda 4.

5.2.1 Mr. Kiohey Yamamoto Mamun, Advisor, Local Governance of JICA opined that District Coordinators of UICDP will work in DC office in Phase 2, and it will be helpful to ensure the coordination between Zila Parishad and Upazila Parishad.

5.2.2 At this stage, Mr. DipakChakraborti, Additional Secretary (Admin Wing), asked that how these Upazilas would be selected. Mr. Ikeda answered that all of the Upazilaswithin the Districts where Phase 1 pilot Upazilas are situated will be selected for Phase 2. Ms. SailaFarzana added that they have already a setup for implementing UICDP activities at the 8 pilot Upazilas of those 8 Districts.

Agenda 5: Revision of TAPP and PDM

6. Mr. Ikeda mentioned thatfor implementation of the proposed changes in Phase 2, the Technical Assistance Project Proposal (TAPP) of the project needs to be revised. Proposed revision will include 1) the extension of project period up to December 2022 (without increase of cost), 2) adjustment in

cost break down, 3) inclusion of web-based trainingas an alternative to physical training4) increase of number of Pilot Upazilas,and other miscellaneous revisions. The draft revision would be prepared before the beginning of Phase 2, and necessary steps for the revision of the TAPP would be initiated. The Project Design Matrix (PDM), which describes project purpose, outputs, activities, and other components, also needs to be revised accordingly.

6.1 Mr. Abdul WadudChowdhury mentioned that the training modality of the proposed TAPP is mainly web-based. He suggested that as it would be held in February-March of 2021, the training at the District level can be done physically if the situation improves. He suggested to reexamine the idea of web-based training. Ms. SailaFarzana replied that this issue would be considered.

Open Discussion

7. After the agenda wise presentation and discussion, the Chairperson requested for open discussion. At this stage, Ms. SailaFarzana requested Mr. Koji Mitomori, Senior Representative, JICA Bangladesh to share his views.

7.1 Mr. Koji Mitomori thanked all for organizing the meeting during this pandemic situation. He told that UICDP is going through a very important time from one phase to another. Then, he shared some of the facts of the recent activities of JICA. He shared that they had approved 335 billion Japanese yen emergency financial support responding to the current situation, and in this week, they would sign more than 40 packages which amounts 338 billion Japanese yen. It will include a project for City Corporation and Paurashava development called Urban Development and City Governance Project totaling 28 billion Japanese yen. JICA is trying to produce good quality PPE which will also help Japanese to come back to work physically in Bangladesh.

7.2 Mr. Mitomori expected that the key documents developed by UICDP would be approved soon. He shared that, the important part for the next phase is the involvement of DDLGs which will help the successful implementation of field level activities. So, he expected that LGD would promote active involvement of the DDLGs. Regarding monitoring system, he told that the coordination within LGD, more involvement of the MIE wing, is very important. Ms. SailaFarzana shared that, LGD has a strong monitoring and Evaluation wing headed by an Additional Secretary called DG. In LGD, monitoring and evaluation is going to be online and DDLGs will work actively to implement UICDP project activities. She also told that after the decisions in this meeting they would revise the TAPP and implement the Work Plan of Phase 2.

8. Chairperson thanked Mr. Mitomori for sharing his important information and views. Then,he requested Mr, Md. ShamsulAlam (Upazila Parishad Chairman, Bakerganj), Mr. Md. Mohsin (Project Director, UGDP), Mr. Md. Kazi Ashraf (Additional Secretary, LGD), and Mr. Md. GolamYahia one after another to express their views and thoughts.

8.1 Mr. Md. ShamsulAlam thanked the Senior Secretary and the UICDP for giving him the opportunity to join the meeting and sharing the views. He expressed that Upazila Parishad cannot take care of all health issues of its citizens due to lack of funds. He mentioned with example that his Upazila Parshad is taking care of the health sector in view of COVID 19 situation. But UZP fund is very much limited. He drew the attention of all concerned and pointed out that Upazila Parishad has many things to do which need more allocation of fund from the government. He requested to disburse some funds from the TLDs through the Upazila Parishad.

8.2 Mr. Md. Mohsin thanked the Chairperson for giving him the opportunity to share his thoughts. He congratulated UICDP for preparing the three key documents and also expected that UICDP will also prepare a monitoring tool for LGD in Phase 2. He also shared that if a web-based monitoring tool could be prepared for LGD, it could bring harmony in monitoring all of the activities by LGD. He suggested that the three key documents developed by UICDP should be approved by the LGD and

should be disseminated to all the Upazilas. He also shared that UGDP will use the documents of UICDP to disseminate these throughout the country. He hoped that all these projects would be helpful for the development of local governments of Bangladesh.

8.3 Mr. Md. Kazi Ashraf thanked the Chairperson and Japanese friends for giving him the opportunity to share his thoughts. He told that this project may help the Upazila Parishad strengthen their capacity and improve the views of local people about Upazila Parishad. He thanked everyone to arrange the meeting.

8.4 Mr. GolamYahia stated that eight (8) Working Group meetings were held at NILG during preparation of the Mid-and Long-Term Training Plan which was chaired by him. He expected that this document would help the Upazila functionaries. He also mentioned that, improving the capacity of NILG is an integral part of this project. At this point, the Chairperson emphasized on the capacity development of NILG and requested Mr. GolamYahia for doing the needful. He added that NILG would be able to provide training to all the functionaries related to local governments including UNOs, Upazila Parishad Chairmen, Vice-Chairmen and others as it is the most suitable institution for such kind of training. He requested Mr. Yamamoto Mamun to look after the capacity development aspects of NILG.

8.5 Mr.Prashanta Kumar Chakraborty stated that there is no central focal point for planning and development at the Upazila level and all departments are implementing plans in their own ways. This may create overlapping in the development works. Thus, resources should be mobilized through one basket. He also proposed to coordinate all these from the central level. The Chairperson thanked Mr. Chokroborty for his concern.

Decisions:

9. In view of the above presentations and discussions, the following decisions were taken:

9.1 Work plan of Phase 2 of UICDP along with the proposed changes has been approved.

9.2 Necessary actions will be taken to finalize and approve the three (3) policy documents (i.e., the Mid- and Long-Term Strategy; the Guidelines for the Upazila Integrated Development Planning; and the Mid- and Long-Term Training Plan) within the shortest possible time and before the beginning of Phase- 2. After approval of these documents, necessary circulars/orders will be issued by LGD.
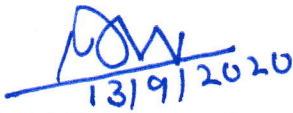
9.3 Activities of Phase 2 will cover all the 63 Upazilas of the initially selected 8 Districts.Support to Ukhia and Teknaf Upazila will be continued.

9.4 TAPP of the project will be revised as proposed at the meeting. The project duration will be extended up to December 2022.

9.5 BARD, RDA, RPATC and other training institutions may be included for the training purpose of Upazila-level officials.

9.6 Some appropriate financial code or subcode need to be inserted in revised TAPP for bearing the expense of photocopy, conveyance, honorarium for PD's personal staff.

Having no other issue for discussion, the meeting was ended with a vote of thanks from the Chairperson.

13/9/2020

(Md. HelalUddin Ahmed)
Senior Secretary
Local Government Division

List of Participants (Not in order of seniority):

Government Officials

Sl No.	Name	Designation	Ministry/ Division/ Department/Institution
1	Mr. Helal Uddin Ahmed	Senior Secretary	Local Government Division
2	Mr. Md. Golam Yahia	Director (Training and Consultancy)	National Institute of Local Government
3	Mr. Md. Mohsin	Project Director (Additional Secretary)	Upazila Governance and Development Project
4	Mr. Dipak Chakraborti	Additional Secretary (Admin Wing)	Local Government Division
5	Mr. Kazi Ashraf Uddin	Additional Secretary (Upazila Branch)	Local Government Division
6	Mr. Md. Tazul Islam	Additional Secretary (Admin)	Ministry of Primary and Mass Education
7	Mr. Prashanta Kumar Chakraborty	Chief (Agriculture, Water Resources and Rural Institution)	Planning Commission
8	Ms. Saila Farzana	Project Director & Joint Secretary	Local Government Division & UICDP
9	Mr. Muhammad Ashraf Ali Faruk	Joint Secretary (Branch: Japan)	Economic Relation Division
10	Mr. Md. Kamrul Hassan Khan	Joint Secretary (Development)	Ministry of Women and Children Affairs
11	Mr. Mohammed Walid Hossain	Joint Secretary (Budget-4)	Finance Division
12	Dr. Malay Choudhury	Joint Secretary (Director - 2)	Local Government Division
13	Mr. Ashraf Uddin Ahammad Khan	Joint Secretary (Planning & Development)	Rural Development & Co-operative Division
14	Mr. Md. Helal Uddin	Joint Chief (Planning)	Health Services Division, Ministry of Health and Family Welfare
15	Mr. Mohammad Jahangeer Kobir	Director General (Joint Secretary)	Implementation, Monitoring and Evaluation Division
16	Mr. Abu Md. Mohiuddin Quaderi	Joint Chief	Local Government Division
17	Mr. Md. Rezaul Karim	Joint Chief (Planning)	Ministry of Agriculture
18	Mr. Gopal Krisno Debnath	Superintending Engineer (Planning Unit)	Local Government Engineering Department
19	Mr. Mohd. Nayeb Ali	Deputy Secretary (Administration-1)	Ministry of Social Welfare
20	Mr. Md. Sayed Ali	Deputy Secretary (Youth)	Ministry of Youth and Sports
21	Mr. Mohammad Zahirul Islam	Deputy Secretary (Upazila-2)	Local Government Division
22	Mr. Mohammad Abdul Wadud Chowdhury	Deputy Secretary, Field Administration Coordination Branch	Cabinet Division
23	Mr. Md. Abdul Matin	Deputy Chief (Planning)	Ministry of Fisheries and Livestock
24	Mr. Mohammad Shamsul Alam	Upazila Chairman	Bakerganj, Barishal

JICA Representatives/ Officials

Sl No.	Name	Designation	Organization
1	Mr. Koji Mitomori	Senior Representative, JICA Bangladesh	JICA
2	Mr. Hiroki Watanabe	Representative (Governance, Public Administration)	JICA
3	Kiohey Yamamoto Mamun	Advisor, Local Governance	JICA
4	Ms. Sanjida Haque	Program Officer (Governance)	JICA

UICDP Consultants/ Officials

Sl No.	Name	Designation	Organization
1	Mr. Kenzo Ikeda	Team Leader/ Local Governance Expert	UICDP
2	Mr. Masahiko Suginaga	Deputy Team Leader Local Governance Expert-2	UICDP
3	Mr. Kyo Naka	Development Plan Expert	UICDP
4	Mr. Yosuke Sekiguchi	Training/ Capacity Development Expert	UICDP
5	Mr. Kei Shiga	Community Development Expert	UICDP
6	Mr. Jun Yamada	Public Relations/ Project Administration Expert-2	UICDP
7	Mr. Keitaro Asaba	Public Relations/ Project Administration Expert-1	UICDP
8	Mr. Md. Akram Husain	Senior Consultant (Local Governance Advisor)	UICDP
9	Dr. Mobasser Monem	Senior Consultant (Local Governance and Development Plan Expert)	UICDP
10	Mr. M Khairul Kabir	National Consultant (Capacity Development Expert)	UICDP
11	Mr. Md. Asaduzzaman	Development Plan Consultant	UICDP
12	Mr. Noshih Bin Amzad	Junior Consultant	UICDP
13	Mr. Abdullah Al Noman	Junior Consultant	UICDP
14	Ms. Nadira Sultana	Project Secretary	UICDP
15	Mr. Khaza Muha. Khalid	Assistant Project Secretary	UICDP

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Upazila Integrated Capacity Development Project (UICDP)

Minutes of the 4th Joint Coordination Committee (JCC) Meeting

The 4th Joint Coordination Committee (JCC) Meeting was held on Thursday, 13th October 2022 at 9:30 AM in the conference room of the Local Government Division (LGD). Mr. Mohammed Mezbah Uddin Chowdhury, Secretary, LGD, chaired the meeting. The list of participants of the meeting is attached as Annex- 1.

2. At the outset of the meeting, the Chairperson welcomed the participants and requested to introduce themselves. After the self-introduction, he requested Mr. Jasim Uddin, Joint Secretary, LGD and Project Director, UICDP to conduct the meeting. Sharing few words about the project activities, the Project Director briefly mentioned the agenda of the meeting. Then, he drew the attention of all the participants to the minutes and decisions of the 3rd JCC meeting and requested to give them their comments (if any) on it. As there were no comments, the Chairperson confirmed the minutes of the 3rd JCC meeting. Then, Project Director invited Mr. Ikeda Kenzo, Team Leader, UICDP to make a presentation. Mr. Ikeda made an agenda-wise presentation as follows.

3. **Agenda 1: Review of 3rd JCC meeting**

Mr. Ikeda Kenzo, Team Leader, UICDP shared the progress of implementation of each of the decisions of the 3rd JCC meeting held on 11 August 2020. It was shown that all the decisions taken in the 3rd JCC meeting had been implemented.

4. **Agenda 2: Overview of UICDP**

Mr. Ikeda briefly shared the overall goal, purpose, outputs, implementation process and basic structure of UICDP to help all the JCC members have a good understanding about UICDP.

5. **Agenda 3: Review of Project Progress**

5.1 The Team Leader shared the following achievements in respect of the indicators against the project purpose.

1) Indicator 1, "30% of the Strategic Components listed in the roadmap of the Mid- and Long-term Strategy for Upazila Parishad Governance Improvement are implemented.", was achieved. Out of 66 Strategic Components of the Strategy, 36.4 % (24 Strategic Components) were implemented.

2) Indicator 2, "50% of the extended pilot Upazila Parishads formulate their respective APs, based on the Guidelines for Upazila Integrated Development Planning.", was achieved. Out of 65 extended pilot Upazilas, 56.9 % (37) Upazilas formulated their Annual Development Plans (APs) for FY 2022-23.

3) Indicator 3, "At least three (3) government training institutes develop training programs based on the Guidelines and Manual for Upazila Integrated Development Planning.", was achieved. NILG, BARD, RDA and BIAM developed the training program based on the Guidelines for Upazila Integrated Development Planning as part of the Basic Training for Upazila Parishad Planning and Service Delivery.

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BCSAA and LGED also adopted the training program based on the Guidelines in their regular training programs.

5.2   Mr. Ikeda reported the following output-wise achievements based on the outputs.

1) Indicator 1-1, "Mid-term strategy for Upazila Parishad Governance Improvement is approved by LGD" was achieved. The Strategy was approved by LGD in August 2021 and distributed to all the concerned stakeholders.

2) Indicator 1-2, "The monitoring guidelines are drafted and implemented in the pilot Upazila Parishads" will be achieved by the end of the project. The Upazila Performance Indicator and its web-based program were developed and the monitoring guidelines of the Upazila Performance Monitoring are being drafted, and will be implemented in all Upazila Parishads.

3) Indicator 2-1, "Guidelines of Upazila Integrated Planning is approved by LGD" was achieved. The Guidelines were approved by LGD in August 2021 and distributed to the concerned stakeholders.

4) Indicator 2-2, "50% of the extended pilot Upazila Parishads formulate their respective APs for FY 2021/22, with at least 10 sectors included in their respective situation analyses" will be achieved by the end of the project. UICDP is analyzing the contents of APs for FY 2022/23. In FY 2021/22, out of 65 pilot Upazilas, 34 (52.3%) conducted situation analyses to at least 10 sectors.

5) Indicator 2-3, "Number of Upazilas which formulate development plans through coordination with Union Parishads and Paurashavas" will be achieved by the end of the project. UICDP is analyzing the contents of APs for FY 2022/23. In FY 2021/22, it was ensured that 14 (21.5%) of the 65 pilot Upazila Parishads formulate their APs in coordination with Union Parishads and Paurashavas.

6) Indicator 2-4, "At least one workshop/training to share good practices among extended pilot Upazila Parishads is conducted per year" will be achieved. Good practices were shared in the online training for Upazila stakeholder in FY 2021/22. For FY 2022/23, good practices will also be shared at the Review-Workshop to be held in October-November 2022.

7) Indicator 3-1, "Mid- and Long-term Training Plan for Upazila Parishad Functionaries (2020-2030) is approved by LGD" was achieved. The Mid- and Long-Term Training Plan was approved by LGD in August 2021.

8) Indicator 3-2, "50 faculty members from NILG and government training institutes receive TOT using training materials by UICDP" was achieved. 53 faculty members of NILG, Bangladesh Academy for Rural Development (BARD), and Rural Development Academy (RDA) received TOT in 2021. In addition, 16 faculty members received TOT in 2022 using UICDP training materials.

5.3   In terms of the financial progress, Mr. Ikeda informed that around 31% of GoB fund has been used to date, and 100% of the DPA fund will be utilized by the end of the project.

6. **Agenda 4: Review of the Activities of Strategy Implementation Committee (SIC)**

The Team Leader reported that the Strategy Implementation Committee (SIC) was formed in September 2021 to monitor the implementation status of the Strategy, and give guidance on the implementation to ensure better outputs. Two (2) meetings of the SIC were held to date and 3rd meeting will be held in November 2022.

7. **Agenda 5: Planned Activities of the Project**

7.1 Mr. Ikeda shared the major activities to be carried out before the closing of the project.

1) A series of Review Workshops will be organized at the District level from October to November 2022. Revisited planning guidelines will be presented at those workshops for review and comments of the Upazila stakeholders.

2) The Project Wrap-Up & International Seminar will be organized in late November 2022, inviting LGD officials, academia, and other stakeholders.

3) The Upazila Performance Monitoring (UPM) of UICDP and 6th Performance Assessment (PA6) of UGDP will be jointly implemented.

8. **Agenda 6: Miscellaneous**

The Team Leader informed that District- and Upazila-level stakeholders, including Members of Parliament (MPs) and Deputy Commissioners (DCs), sent request letters for the extension of the project duration.

9. **Agenda7: Way Forward**

Mr. Ikeda proposed the following initiatives to be taken by LGD to ensure better Upazila Parishad governance after the closing of the projects.

1) Ensure the operation of SIC/SID on a regular basis, and implement its decisions as appropriate.

2) Remind all Upazila Parishads of formulating development plans (FYPs and/or APs) regularly.

3) Institutionalize a follow-up and monitoring mechanism, involving DDLGs to ensure the formulation of development plans in accordance with the Guidelines.

4) Encourage NILG, BCSAA, LGED and other training institutes to provide the training on Upazila development planning. Online training materials are also available on NILG's website.

5) Revisit the Upazila Development Planning Guidelines on a regular basis, and update if necessary.

6) Examine the achievements of "Upazila Performance Monitoring/ 6th Performance Assessment" with support of UICDP and UGDP, and explore an improved monitoring system.

7) Ensure the operation of the Working Group for the Implementation of the Mid- and Long-Term Training Plan.

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10. **Agenda 8: Open Discussion**

10.1 Thanking Mr. Ikeda, the Chairperson opened the floor for all the participants and invited them to take part in the discussion.

10.2 Mr. Shamsul Alam, Chairman, Upazila Parishad, Bakerganj, Barishal said that as their Upazila was included in the first phase of UICDP, they received necessary trainings, and now they are capable to formulate and implement AP and Five-Year Plan (FYP) following the Guidelines. In response to a query, Mr. Alam mentioned that if the project duration is extended, it will also be helpful for them.

10.3 Mr. Gopal Krishna Debnath, Additional Chief Engineer, LGED mentioned that as the training is very important, 2%-5% of ADP allocation may be kept for training of the Upazila stakeholders and/or Upazila Parishad may be allowed to utilize a certain amount of fund from their respective local revenue income.

10.4 Mr. Mohammed Khurshed Alam Khan, Deputy Secretary, Cabinet Division suggested the continuation of the capacity development training through other projects to scale up to all Upazilas. He also proposed to review the impact of the project in terms of capacity development of Upazila Parishad through any firm or committee. In line with the proposal of Mr. Gopal Krishna Debnath, he also suggested to fix a certain amount of fund for conducting training and the sustainability of the project outcomes.

10.5 Ms. Ireen Farzana, Deputy Secretary, Rural Development & Co-operative Division wanted to know the exit plan and asset transfer plan of the project. In reply, Mr. Ikeda shared that the assets of the project such as computers and Motorbikes will be transferred following the guidelines of JICA as well as the government.

10.6 Mr. Abu Md. Mohiuddin Quaderi, Joint Secretary (Planning), Local Government Division, proposed to share a model plan in the wrap-up seminar.

10.7 Dr. Malay Choudhury, Additional Secretary (Admin Wing), LGD shared that UICDP and UGDP work together to improve the governance of Upazila Parishad where UICDP provides technical support and UGDP provides fund to the Upazila Parishads. In line with the governance indicators developed by UICDP, UGDP will conduct the performance assessment of Upazila Parishad and will provide fund to the Upazila Parishad based on the results of the assessment, he added. In future, LGD would be able to utilize those governance indicators to measure the performance of Upazila Parishad and disburse the ADP accordingly.

10.8 At this point, Mr. Jasim Uddin, Joint Secretary (Water Supply), LGD and Project Director, UICDP said that in absence of UICDP it may create a vacuum in the field. In reply, the Chair said that the interfacing process (exit plan) will be discussed in the Wrap-up Seminar.

10.9 Drawing the attention to the unattended activities and the unspent fund, Ms. Nilufar Akter, Joint Secretary, Ministry of Fisheries and Livestock wanted to know whether the project will be warped-up without implementing the remaining activities. In response, Mr. Jasim shared that during Covid-19 pandemic situation, all the training programs were carried out virtually. Therefore, 69% of GoB fund could not be utilized, and it is not possible to implement remaining activities and utilize unspent fund without the extension of the project duration.
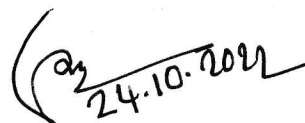
10.10 In response to a query of the Chair, Mr. Saleh Ahmed Mujaffor, Director General (Additional Secretary), NILG shared that having resource limitation and lack of capacity, NILG will not be able to conduct such kind of specialized training for Upazila stakeholders. In that case, the project has to be extended to capacitate the NILG for conducting training in the rest of the Upazilas.

10.11 At this stage, the Chairperson wanted to know the position of JICA with regard to the extension of the project for another term to utilize the unspent resources and to complete the remaining activities. In reply, Ms. Mari Miura said unattended indicators could be achieved by the end of UICDP, and some activities can be continued through UGDP and with the supervision of the Local Governance Advisor of JICA. So, the technical cooperation through UICDP could be concluded as planned.

10.12 Ms. Mari Miura, Senior Representatives, JICA asked how LGD will scale up the achievements/outcomes of this project to all the Upazilas of the country, and what kind of challenges be observed in the Upazilas and way forward to those challenges. She also wanted to know the impact of the project activities in terms of capacity building. In response, Dr. Malay shared that the outcomes of UICDP can be disseminated to all the Upazilas through UGDP. The governance performance of all the Upazila Parishads is evaluated every year by UGDP, he mentioned. He also added that the assessment system developed by UICDP and UGDP might be adopted by the LGD for the performance-based allocation of ADP. At this point, Mr. Md. Azizur Rahman Siddique, Deputy Team Leader, UGDP shared that UGDP has a plan to conduct an end-line survey at the end of the project which will reflect the changes made by UICDP and UGDP in the Upazila Governance.

11. Decisions:

In the light of the above presentations and discussions, the following decisions were unanimously taken:

11.1 Planned activities as mentioned above will be completed by the end of the project.

11.2 As the project is going to be terminated in December 2022, the Wrap-up Seminar & International Seminar will be organized in November.

11.3 UGDP will take over the responsibility of scaling up the outcomes of UICDP across the country as possible within the preview of UGDP.

Finally, having no other issues to discuss, the Chairperson concluded the meeting thanking all the participants for attending the meeting and sharing their valuable comments and opinions.

24.10.2022

(Mohammed Mezbah Uddin Chowdhury)
Secretary, Local Government Division
&
Chairperson, Joint Coordination Committee (JCC), UICDP

Annex-1

List of participants

(Not in order of seniority)

Government Officials

Sl. No.	Name	Designation	Ministry/ Division Department/Institution/Project
1.	Mr. Mohammed Mezbah Uddin Chowdhury	Secretary	Local Government Division
2.	Mr. Saleh Ahmed Mujaffor	Director General (Additional Secretary)	National Institute of Local Government (NILG)
3.	Dr. Malay Choudhury	Additional Secretary (Admin Wing)	Local Government Division
4.	Mr. Abu Md. Mohiuddin Quaderi	Joint Secretary (Planning)	Local Government Division
5.	Mr. Md Jasim Uddin	Joint Secretary (Water Supply)	Local Government Division (Project Director, UICDP)
6.	Ms. Nilufar Akter	Joint Secretary	Ministry of Fisheries and Livestock
7.	Ms. Rasheda Zaman	Joint Secretary (Coordination & Law)	Ministry of Youth & Sports
8.	Ms. Ireen Farzana	Deputy Secretary	Rural Development & Co-operative Division
9.	Mr. Md Zillur Rahman	Deputy Secretary	Health Services Division
10.	Mr. Mohammad Shamsul Haque	Deputy Secretary (Upazila-2)	Local Government Division
11.	Mr. Mohammad Zahirul Islam	Deputy Secretary (City Corporation - 2)	Local Government Division (Deputy Project Director, UICDP)
12.	Mr. Mohammad Khurshed Alam Khan	Deputy Secretary	Cabinet Division
13.	Mr. Salehin Tanvir Gazi	Director (Deputy Secretary)	Implementation Monitoring and Evaluation Division (IMED), Ministry of Planning
14.	Mr. Gopal Krishna Debnath	Additional Chief Engineer	Local Government Engineering Department (LGED)
15.	Mr. Mohammad Shamsul Alam	Upazila Parishad Chairman	Bakerganj, Barishal

JICA Representatives/Officials

16.	Ms. Mari Miura	Senior Representative	JICA Bangladesh
17.	Mr. Hiroki Watanabe	Representative	JICA Bangladesh
18.	Mr. Yusuke Kurihara	Advisor, Local Governance	JICA Bangladesh
19.	Ms. Sanjida Haque	Senior Program Officer	JICA Bangladesh
20.	Mr. Masudur Rashed	Consultant	JICA Bangladesh

UICDP/UGDP Consultants /Officials

21.	Mr. Takshi Sugiyama	Team Leader, UGDP	UGDP
22.	Mr. Md. Azizur Rahman Siddique	Deputy Team Leader, UGDP	UGDP
23.	Mr. Ikeda Kenzo	Team Leader/ Local Governance Expert	UICDP
24.	Mr. Kei SHIGA	Community Development Expert	UICDP
25.	Ms. Maho Hayashi	Public Relation/ Project Administration Expert	UICDP
26.	Mr. Md. Akram Husain	Senior Consultant (Local Governance Advisor)	UICDP
27.	Mr. M Khairul Kabir	National Consultant (Capacity Development Expert)	UICDP
28.	Ms. Nadira Sultana	Project Secretary	UICDP
29.	Mr. Md. Shofiul Alam	Junior Consultant	UICDP
30.	Mr. Jahed Hossain	Junior Consultant	UICDP
31.	Mr. Khaza Muha. Khalid	Assistant Project Secretary	UICDP

[বিদেশী সংস্থা জড়িত থাকায় পত্রটি ইংরেজীতে করা হলো]

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

শেখ হাসিনার মূলনীতি
গ্রাম শহরের উন্নতি

Memo no: 46.00.0000.086.22.009.2020-116;   Date: 10.12.2020

Subject: **Meeting minutes of 1ˢᵗ PIC meeting of UICDP.**

The meeting minutes of 1ˢᵗ Project Implementation Committee (PIC) of Upazila Integrated Capacity Development Project (UICDP) held on 17 October 2020 (**Zoom meeting**) is enclosed here for your kind information and necessary action.

10.12.20

(Mohammad Zahirul Islam)
Deputy Secretary
&
Deputy Project Director

Distribution: For information and necessary action.

1. Mr. Dipak Chakraborty, Additional Secretary and National Project Director (NPD), LGD & UICDP.
2. Ms. Saila Farzana Joint Secretary and Project Director (PD), Local Government Division & UICDP.
3. Mr. Md. Sayed Kutub, Director (Training) & Joint Secretary, Bangladesh Rural Development Board.
4. Mr. A H M Kamruzzaman, Joint Chief, Local Government Division.
5. Mr. Md. Akram Husain, Senior Consultant, UICDP.
6. Dr. Mobasser Monem, Senior Consultant, UICDP.
7. Dr. Md. Moktar Hossain, Deputy Project Director (Deputy Secretary), UGDP.
8. Mr. Mohammad Zahirul Islam, Deputy Secretary and Deputy Project Director (DPD), LGD & UICDP.
9. Ms. Srabasti Roy, DDLG, Cox's Bazar.
10. Mr. A Jehad Sarker, Research Officer, National Institute of Local Government.
11. Mr. Amirul Islam, Upazila Parishad Chairman, Gajaria, Munshiganj.
12. Mr. Hasan Saadi, Upazila Nirbahi Officer, Gajaria, Munshiganj.
13. Ms. Nasima Mukai Ali, Upazila Parishad Chairman, Bijoynagar, Brahmanbaria.
14. Mr. K M Easir Arafat, Upazila Nirbahi Officer, Bijoynagar, Brahmanbaria.
15. Mr. Mohammad Shamsul Alam, Upazila Parishad Chairman, Bakerganj, Barishal.
16. Ms. Madhabi Ray, Upazila Nirbahi Officer, Bakerganj, Barishal.
17. Mr. Md. Saiful Islam, Upazila Nirbahi Officer, Teknaf, Cox's Bazar.
18. Mr. Md. Asadul Haque Bisshash, Upazila Parishad Chairman, Chuadanga Sadar, Chuadanga.
19. Mr. Muhammad Sadikur Rahman, Upazila Nirbahi Officer, Chuadanga Sadar, Chuadanga.
20. Mr. Hamidul Haque Chowdhury, Upazila Parishad Chairman, Ukhia, Cox's Bazar.
21. Mr. Nijam Uddin Ahmed, Upazila Nirbahi Officer, Ukhia, Cox's Bazar.
22. Mr. Md. Ashraf Uddin, Upazila Parishad Chairman, Gaffargaon, Mymensingh.
23. Mr. Md. Tajul Islam, Upazila Nirbahi Officer, Gaffargaon, Mymensingh.
24. Mr. Mahbubuzzaman, Upazila Parishad Chairman, Kaliganj, Lalmonirhat.
25. Mr. Md. Rabiul Hassan, Upazila Nirbahi Officer, Kaliganj, Lalmonirhat.
26. Mr. Shamim Al Imran, Upazila Nirbahi Officer, Baralekha, Moulvibazar.
25. Mr. Md. Shafikul Islam Shafi, Upazila Parishad Chairman, Ullapara, Sirajganj.
28. Mr. Deoan Moudud Ahmed, Upazila Nirbahi Officer, Ullapara, Sirajganj.
29. Mr. Hiroki Watanabe, Representative (Governance, Public Administration), JICA.

30. Mr. Kyohei Yamamoto, Advisor, Local Governance, JICA.
31. Mr. Kenzo Ikeda, Team Leader/ Local Governance Expert-1, UICDP.
32. Mr. Mashahiko Suginaga, Deputy Team Leader/Local Governance Expert-2, UICDP.
33. Mr. Kyo Naka, Development Plan Expert, UICDP.
34. Mr. Yosuke Sekiguchi, Training/Capacity Development Expert, UICDP.
35. Mr. Kei Shiga, Community Development Expert, UICDP.
36. Mr. Jun Yamada, Public Relations/ Project Administration Expert-2, UICDP.
37. Mr. Keitaro Asaba, Public Relations/Project Administration Expert-1, UICDP.
38. Mr. M Khairul Kabir, National Consultant, UICDP.
39. Ms. Nadira Sultana, Project Secretary, UICDP.
40. Mr. Khaza Muha. Khalid, Assistant Project Secretary, UICDP.
41. Mr. Md. Asaduzzaman, Development Plan Consultant, UICDP.
42. Mr. Noshih Bin Amzad, Junior Consultant, UICDP.
43. Mr. Abdullah Al Noman, Junior Consultant, UICDP.

JICA Representative

1. Senior Representative, JICA Bangladesh Office, Dhaka.

Copy for:

1. Deputy Project Director, Deputy Secretary, Upazila-2, Local Government Division, Bangladesh Secretariat, Dhaka.
2. PO to National Project Director, Additional Secretary, Local Government Division, Bangladesh Secretariat, Dhaka.

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Upazila Integrated Capacity Development Project (UICDP)

Minutes of the 1st Project Implementation Committee (PIC) Meeting

The first meeting of the Project Implementation Committee (PIC) of the Upazila Integrated Capacity Development Project (UICDP) was held at 11am on Saturday, October 17, 2020 using Zoom video conferencing system. Mr. Dipak Chakraborty, Additional Secretary (Admin), Local Government Division and National Project Director (NPD), UICDP chaired the meeting. The list of participants of the meeting is attached as Annex- 1.

2.   At the outset of the meeting the Chairperson welcomed the participants and requested them to introduce themselves. He shared that he has recently been appointed as NPD and told that he has a long experience of working in the Local Government sector of Bangladesh. After that, he requested Ms. Saila Farzana, Project Director to proceed on as per the agenda of the meeting.

3.   Ms. Saila Farzana, Joint Secretary, Local Government Division and Project Director, UICDP thanked the Chairperson and welcomed him in UICDP. She highlighted a few important aspects of the 3rd Joint Coordination Committee (JCC) meeting held on August 11, 2020 with Mr. Helal Uddin Ahmed, Senior Secretary, Local Government Division in the Chair. After that, she requested Mr. Kenzo Ikeda, Team Leader, UICDP to make Agenda-wise presentation. Mr. Ikeda Kenzo thanked the Chairperson and the PD for their introductory speech and made agenda-wise presentation.

4.   **Agenda 1: Overview of UICDP**

Mr. Ikeda explained the overall goal, purpose, outputs and technical approaches of the project in a nutshell. He also shared the major activities and achievements of the project during Phase 1. After that, he explained the work plan of the project for Phase 2 including the tasks to be completed soon. He shared that the number of pilot Upazilas would be increased from 10 to 65 in Phase 2. He also provided the updates regarding the progress of Annual Development Plan (AP) preparation of each pilot Upazila.

4.1.   Then, Mr. Ikeda requested all of the Upazila Parishad Chairmen/ UNOs to present the progress of Annual Development Plan of their respective Upazila one by one.

> 4.1.1.   Md. Shamsul Alam, Upazila Parishad Chairman, Bakerganj stated that Bakerganj has prepared the AP and approved it in the monthly meeting of June/2020. He shared that implementation of projects is being delayed for transfer of revenue fund in this month as per LGD's circular due to Covid-19. He mentioned that they would be able to implement the AP properly within the timeframe.

> 4.1.2.   Md. Sadikur Rahman, Upazila Nirbahi Officer, Chuadanga Sadar shared that they have approved their AP and they are going to start the implementation of the project from the next month. In reply of a question raised by the Chairperson, Mr. Mohe Uddin Himel, District Coordinator, Chuadanga Sadar, replied on behalf of the UNO that, they have already sent the AP to the project office. In this regard, the Chairperson instructed all the pilot Upazilas to submit their development plans to the Upazila branch of the Local Government Division.

4.1.3. Mr. Mahbubuzzaman Ahmed, Upazila Parishad Chairman, Kaliganj shared that they have prepared and approved AP of this year. He also shared their achievements in the last two financial years. He assured that Kaliganj would achieve 100% AP implementation in FY 2020-21. He added that their approved AP has already been uploaded to the Upazila website. He also added that Kaliganj took projects to cope with Covid-19. Besides, Kaliganj took initiatives regarding online classes with their own resources. The Chairperson thanked the Upazila Parishad Chairman, Kaliganj for taking the initiatives. Ms. Saila Farzana also thanked him for taking initiatives to address Covid-19. She wanted to know whether there is a priority list in taking the projects for this fiscal year or not. She also wanted to know about the necessity of changing projects due to the recent heavy rain fall and flood at Kaliganj in this year. She drew attention to a few provisions of the Upazila Development Fund Utilization Guidelines in this regard. The Upazila Parishad Chairman, Kaliganj, replied that Kaliganj have already prepared a priority list for selecting the projects. Kaliganj gave priority on Education, Health and Communication this year. Md. Rabiul Hasan, Upazila Nirbahi Officer, Kaliganj, stated that Kaliganj has taken "Drainage Facility Development Project" due to heavy rain and flood of Kaliganj in this year.

4.1.4. Mr. Amirul Islam, Upazila Parishad Chairman, Gajaria shared that they have prepared the AP and approved it in the early part of this month. He shared that they had to take some projects due to Covid-19, flood and heavy rainfall which were not in line with the FYP prepared in the last year. Mr. Hasan Saadi, Upazila Nirbahi Officer, Gajaria, shared that they have finalized AP and approved it on 8th October. He shared that Gajaria have taken projects to address Covid-19, recent flood and river erosion as Gajaria is a flood prone area. He also committed that Gajaria would be able to send all the documents to the project office within the next week.

4.1.5. Mr. Shamim Al Imran, Upazila Nirbahi Officer, Baralekha shared that their AP was finalized and approved in the last meeting of Upazila Parishad which was held in the last day of the previous week. He told that they would send all the documents to the project office very soon.

4.1.6. Mr. Saiful Islam, Upazila Nirbahi Officer, Teknaf stated that they have already prepared the draft plan and it would be approved in the next meeting. He also stated that NGOs' activities have also been incorporated in the AP. In response of the question made by Ms. Saila Farzana, Mr. Saiful Islam informed that they are aware about Rainwater Harvesting Project, but the implementation work is delayed due to Covid-19.

4.1.7. Mr. Yasir Arafat, Upazila Nirbahi Officer, Bijoynagar, shared that Bijoynagar has already prepared the project proposal and would select the projects in the next PSC meeting. After that, they would finalize the AP and send that to the Project Office. The Chairperson suggested UNO Bijoynagar to go with the timeline as it is important. Ms. Nasima Mukai Ali, Upazila Parishad Chairman, Bijoynagar, shared that Bijoynagar completed collecting the projects. She stated that Bijoynagar going to take many projects to address Covid-19. The Chairperson thanked them for their activities and encouraged them to complete the remained task within a short time.

4.1.8. Mr. Ashraf Uddin, Upazila Parishad Chairman, Gaffargaon, Mymensingh shared that they have completed drafting the AP. He also shared their achievements in previous two financial years. Mr. Tajul Islam, Upazila Nirbahi Officer, Gaffargaon, Mymensingh hoped that project implementation rate would be increased in this FY compared to the previous one.

4.1.9. Mr. Hamidul Haque Chowdhury, Upazila Parishad Chairman, Ukhiya, thanked everyone and stated that they have completed resource mapping and the draft AP would be prepared within this month. He also added that, Ukhiya Upazila is very much busy due to Rohingya influx. As a result, they couldn't maintain the timetable of the AP formulation. Mr. Nijam Uddin, newly joined Upazila Nirbahi Officer of Ukhiya stated that he had exchanged views with the Chairman and District Coordinator about the project. He hoped that the AP of Ukhiya would be finalized and approved within the next month. The Chairperson thanked UNO, Ukhiya for joining the meeting and suggested him to consult the previous UNO, if needed.

4.1.10. Mr. Md. Shafikul Islam Shafi, Upazila Parishad Chairman, Ullapara told that their AP for 2020/2021 has already been approved. He added that they need to change some projects due to heavy rainfall in this year. He also mentioned that they have incorporated a project named 'Hand Washing Basin with Submersible Pump' to prevent Covid-19 and they have taken special projects on income generating activities in this FY.

4.2. Mr. Ikeda thanked everyone for sharing their AP status. He expressed his gratitude for their works in this pandemic situation. At this time, the Chairperson suggested to hold the PIC meetings more frequently as per the provision of TAPP in the second phase of this project. After that, he asked all the participants to express their comments or share their views on all the discussed issues.

4.2.1. Mr. Hiroki Watanabe, Representative, Upazila Governance, JICA Bangladesh thanked all the participants for joining the meeting. He shared the activities of Upazila Governance Development Project (UGDP) which is also a governance project supported by JICA. He mentioned that UGDP was started with 100 Upazilas and now it covers 357 Upazilas all over Bangladesh. He shared that all the proposed Upazilas of UICDP in Phase 2 are to be covered by UGDP. He added, JICA has given emphasis on projects focusing Covid-19 response mainly on the health and education sector. JICA has already prepared standard set of PPE in collaboration with the PMU and LGD which the Upazila can be referred to. He also shared that JICA has taken program at Ukhiya Upazila to provide standard hand washing facility through consultation with Ministry of Primary Education and DPHE. PMU of UGDP has sent that design to all Upazilas. He asked all Upazila Parishad Chairmen and Upazila Nirbahi Officers to help in this regard. The Chairperson thanked Mr. Watanabe for sharing his valuable information and thoughts.

4.2.2. Mr. Amirul Islam, Upazila Parishad Chairman, Gajaria, Munshiganj told that there is a rule that funds can be reallocated according to the demand. He wanted to know whether it is possible to provide mobile phone to the students for their online classes from the Upazila Parishad fund as a large number of people of Gajaria is poor and thus most of the students have not the access to online classes. The Chairperson suggested that it could be managed by taking education projects under LGSP.

4.2.3. Ms. Saila Farzana shared that UICDP didn't allocate any fund to the pilot Upazilas. The main objective of the project is to assist in preparing integrated development plans taking into account the resources from different sources like Revenue, ADP, LGSP and other funds, etc. She opined that fund can be reallocated according to the demand. But, she suggested Gajaria to rethink the issue of giving mobile phone as the academic year is about to end and she hoped that Ministry of Education would provide necessary instructions about this issue very soon. She added that smartphones can be harmful in some cases. She suggested to reconsider this issue before taking the final decision. The Chairperson too, requested to rethink the idea.

4.2.4. Mr. Kyohei Yamamoto, Advisor, Local Governance, JICA Bangladesh requested all the Upazila Parishad Chairmen and Upazila Nirbahi Officers to update the web-portal of the Upazila Parishad. He thanked all the pilot Upazilas to formulate the FYP and AP properly. He thanked Gajaria Upazila Parishad by showing its web-portal with shared screen to maintain an updated web-portal which can be replicated elsewhere as a good practice. He requested that all the Upazila Parishad should update their web-portal regularly. The Chairperson thanked Mr. Yamamoto for his discussion and requested all the Upazila Parishad Chairmen and Upazila Nirbahi Officers to follow up this issue and update the web-portal on a regular basis.

In this matter, Mr. Hiroki Watanabe added that there is a post of an Assistant Programmer in every Upazila Parishad for providing assistance in this regard. Sometimes it is heard that there are no Assistant Programmer in many Upazilas. He said that if there is any problem in updating Upazila web-portal, they may consider providing necessary support to those Upazilas. At this stage, the Chairperson asked the pilot Upazilas whether they have an Assistant Programmer or not. Out of ten pilot Upazilas, three pilot Upazilas (Baralekha, Bijaynagar and Ukhia) do not have Assistant Programmers. Then, the Chairperson assured that he would look into the matter. He requested others to update the web-portal and upload all documents in their website on a regular basis. Ms. Saila Farzana told that, in the second phase of the project, the project office would send a letter to all the 65 Upazilas explaining the importance of updating the web portal regularly. Besides, a letter would be sent to the concerned Deputy Commissioner and DDLG.

4.2.5. At this point, Md. Shamsul Alam, Upazila Parishad Chairman, Bakerganj asked whether they could use revenue fund to purchase specific type of seeds for their 4500 farmers or not. In reply, the Chairperson requested Md. Shamsul Alam to follow the Revenue Fund Utilization Guidelines. Ms. Saila Farzana suggested Mr. Shamsul Alam to send a letter to the Ministry of Agriculture mentioning their demand for the specific type of seeds with a request for incentives from the government.

4.2.6. After that, Mr. Akram Husain, Senior Consultant of UICDP discussed several issues. He clarified that, according to the guidelines and the training provided by UICDP, during any disaster or pandemic, revisions in FYP is required first to take any new project. Based on situation analysis, required new programs should be incorporated in the FYP first and then new types of projects should be included in AP in line with the revised FYP. Both of the revised document should be approved in Upazila Parishad meeting. He requested all concerned to follow the guidelines meticulously. Mr. Akram Husain also explained that, percentage for some sectors (such as Education, Agriculture etc.) are mentioned in the ADP guidelines. But there are scopes to utilize total fund in a limited number of sectors instead of all those sectors, if necessary. Every year situation analysis should be conducted properly and then if the situation demands, total fund may be allocated among only a few priority sectors.
He informed the NPD that out of 10 pilot Upazilas of UICDP, 8 Upazilas prepared their FYP and according to the Guidelines, AP should always be in accordance with the FYP. The Chairperson requested all the Chairmen and Upazila Nirbahi Officers to revise their FYPs through situation analysis, if they take new projects for pandemic or any other special reasons.

4.2.7. Mr. Akram Husain informed that, in the last two years the District Coordinators of pilot Upazilas sent their FYPs/APs to the project office. Then, the project office sent those at a time to the NPD, PD and DPD/ Upazila section of LGD. This practice may be continued to facilitate easy preservation of the documents at the respective ends. The Chairperson agreed with this opinion and instructed to follow the previous practice.

4.2.8. Then, the Chairperson requested all others to share their feedbacks, comments or suggestion. Mr. M Khairul Kabir, National Consultant of UICDP told that the consultant team has a long experience of working and they are trying to give their full effort in the project activities. He thanked Mr. Ikeda for his nice presentation. He expected that through cooperation among UICDP consultants, NPD, PD and DPD, all the project activities complete successfully. He opined that due to outbreak of Covid-19, UICDP consultants are unable to go to the field to provide training. He emphasized on online based activities properly.

4.2.9. Mr. Mobasser Monem expected that the project activities would be conducted smoothly under the supervision of NPD, PD and DPD. He endorsed the view of Mr. Akram regarding sector wise allocation of ADP which can be allocated based on the result of situation analysis as mentioned in the Upazila Development Planning Guidelines.

4.2.10. Then, the Chairman of Ukhiya Upazila Parishad informed that the communication system in Ukhiya has been affected badly because of Rohingya influx and the construction work is not going well because of heavy rainfall and Covid-19. He sought cooperation from the authority to take initiative. He shared that Ukhiya has given emphasis on education in AP because children are lagging behind due to Covid-19. He also shared that there are 200 NGOs and INGOs who are working there for Rohingya crisis and a lot of private structures are being constructed in Ukhiya. There is a provision of forming a committee for building plan approval consisting of 11 members where 4 members are there from different Dhaka based institutions. But no representatives of those institutions have ever attended the meetings yet. He added his concern regarding private constructions, whether these are following construction rules properly or not. If not, it could be risky for the residents.

The Chairperson thanked the Chairman of Ukhiya Upazila Parishad and requested him to send the documents related to the committee for building plan approval so that he could take up the matter with the relevant ministries and departments. He also mentioned that UICDP is working specially in Ukhia and Tekanf in Cox's Bazar District unlike other pilot districts. He also mentioned that UICDP, UGDP and EALG- all three projects are working in Cox's Bazar.
Ms. Saila Farzana suggested the Chairman of Ukhiya to raise the issue of Building Construction Approval in DDC meeting. If it is done, it would be incorporated as an agenda in the resolution of the meeting and would be sent to the concerned ministry or department for next course of action.

4.2.11. Then, the Upazila Chairman of Gajaria shared that Munshiganj is surrounded by a lot of rivers and a lot of industries are built there. But they do not follow the Construction Rules, Wetland Conservation Act, Environment Conservation Rules and other relevant rules. Ms. Saila Farzana told that Urban Development Directorate (UDD) under the Ministry of Housing and Public Works is responsible for Zoning Plans which are similar to the Masterplans. UDD already prepared a Zoning Plan for Gajaria Upazila. She requested the UNO of Gajaria Upazila to collect the plan and act accordingly. As it is an approved document, it is mandatory for all concerned to follow during relevant activities. She suggested the UNO, Gajaria to arrange meeting with the Chairman and the Industrialists who are developing structures disobeying such laws. If they disregard the Plan, then he (UNO) should inform UDD and other concerned authorities about this and request them to take necessary steps. The Chairman of Gajaria thanked Ms. Saila Farzana for her suggestion.

4.2.12. At this stage, Ms. Srabosty Roy, DDLG, Cox's Bazar thanked all for inviting her in the PIC meeting. She informed that UICDP, UGDP and EALG- all three projects are working in Teknaf and Ukhiya. She shared that there is another project named Local Governance for Children(LGC) aided by UNICEF under the supervision of the Cabinet Division. Sometimes, she has to invite and arrange training separately for each of the projects. Sometimes, some peoples' representatives cannot come to district level for receiving training. She requested to provide all of the training at Upazila level so that all of the trainees can receive training. She also opined that it can be positive during this pandemic if she goes to Upazila to provide training instead of training at district level.

She shared that she has found some similarities among the tasks of UICDP and EALG specially in Capacity Building. She suggested that it would be better to avoid duplication specially in the trainings of UICDP and EALG. She also requested the NDP, PD and UICDP members to arrange a training workshop in Cox's Bazar District if possible. Then, the NPD told that he would try to ensure coordination among the tasks of UICDP (aided by JICA) and EALG (aided by UNDP).

Ms. Saila Farzana told that UICDP is working on preparing three policy documents and they had to arrange lot of training programs and workshops while they prepared the policy documents. She mentioned that Ukhiya Upazila is lagging behind comparing to other pilot Upazilas regarding AP formulation. The UNO of Ukhiya and Teknaf had many activities relating to Rohingya crisis and it becomes very difficult for them to give enough time in project activities. She added that she (DDLG, Cox's Bazar) has the authority to go to the Upazilas to provide training and she doesn't need to take permission for this. She told that DDLG can propose any change in the training programs. She told, there are similarities among the activities of UICDP, UGDP and EALG. But it is not bad to get the training on the same thing several times but if the DDLG has any suggestion to make any change, or add or omit anything from a training activity, she can inform the concerned authority. The Chairperson also suggested the DDLG, Cox's Bazar to go to Upazila level to provide training.

4.2.13. Then, the Chairperson requested Mr. Kamruzaman, Joint Secretary, Planning Wing of LGD to share his opinion. Mr. Kamruzaman told that the steps taken through the project (UICDP) seemed to him very good and sustainable regarding capacity development. He told that 50% to 60% of the pilot Upazilas have formulated their APs in this year. The number of Pilot Upazilas would be increased to 65 in Phase 2 which he thinks would be challenging to accomplish the tasks. He told that it would be better if the representatives from ERD, Planning Commission and IMED were present in the meeting. In response to the Chairperson's question, Ms. Saila Farzana replied that all the members were invited. The Chairperson suggested to arrange such meeting on the working days to ensure participants from all departments in the meeting. He also advised to contact them and ensure their participation in the next meeting. He also suggested to arrange the meeting after the lunch hour.

5.   Agenda 2: Review of the resolution of 3rd JCC meeting

5.1.   Then Mr. Ikeda went to the next agenda taking permission from the NPD. The second agenda was review of the resolution of the 3rd JCC meeting. He shared the resolution among the participants. He told that there are five major decisions taken in the 3rd JCC meeting are as follow:

Review of the progress of the decisions of 3rd JCC meeting

Decisions at 3rd JCC meeting	Progress
1. Work plan of Phase 2 of UICDP along with the proposed changes has been approved.	• UICDP is currently doing the preparatory work for Phase 2.
2. Necessary actions will be taken to finalize and approve the three (3) policy documents (i.e., the Mid- and Long-Term Strategy; the Guidelines for the Upazila Integrated Development Planning; and the Mid- and Long-Term Training Plan) within the shortest possible time and before the beginning of Phase 2. After the approval of these documents, necessary circulars/ orders will be issued by LGD.	• The 3 policy documents are currently in the final stage. • UICDP has received a total of 131 comments and suggestions from 22 Ministries/ Departments. • Based on the comments and suggestions, the final drafts of the 3 documents are prepared.
3. Activities of Phase 2 will cover all the 63 Upazilas of the initially selected 8 Districts. Support to Ukhia and Teknaf Upazila will be continued.	• Not Applicable.
4. TAPP of the project will be revised as proposed at the meeting. The project duration will be extended up to December 2022.	• The TAPP revision work is ongoing. • The draft will be proposed by the end of October.
5. BARD, RDA, RPATC and other training institutions may be included for the training purpose of Upazila-level official.	• The discussion with BARD, RDA, RPATC and other training institutions will be initiated when the basic concept of on-line training is agreed among project stakeholders.

5.2.   The Chairperson told that progress of the decisions of 3rd JCC meeting seemed very good and he sought for comments or suggestions from the participants if there is any. Mr. Ikeda told that they are working on the implementation of the decision and they would again discuss the progress in the next PIC meeting. He added that in the meantime he would have a regular discussion with the NPD, PD, DPD and other key officials and he also expected to collect feedbacks from pilot Upazilas on a regular basis. As there was no comment from the participants on this agenda, the NPD requested Mr. Ikeda to continue to the next agenda.

Agenda 3: Finalization of three (3) policy documents

6.1.   Mr. Ikeda shared that they have developed three policy documents namely 1) Mid- and Long-Term Strategy for Upazila Parishad Governance Improvement, 2) Guidelines for Upazila Integrated Development Planning, and 3) Mid- and Long-Term Training Plan for Upazila Parishad Functionaries (2020-2030). Mr. Ikeda thanked all of the local stakeholders for their comments and suggestions.

6.2.   He added that, at the final stage, comments and suggestions from the relevant ministries and departments were collected instead of holding central consultation workshop due to Covid-19. He mentioned that they had received comments and suggestions from a total of 22 ministries and departments and the total number of comments are 131. Then, he specifically mentioned that they have received comments and suggestions from 15 transferred line department (TLD)-related directorates out

of 17 TLDs and from 2 TLD-related ministries, and from 5 other ministries and institutions. He shared that they have revised their documents according to the comments. He mentioned that from 131 comments they have revised their draft documents based on 40 comments, 27 comments had already been reflected in the document earlier. They are agreed with another 37 comments, but the comments are too much detailed to incorporate in a policy paper. But they would incorporate those feedbacks into their actual project activities, for example, they would change some contents of the training according to those feedbacks. Nine (9) departments are agreed with the drafts and they had no comments. Finally, UICDP did not respond to 18 comments and suggestions which are beyond the scope of the policy documents. He told that they would try their best to incorporate all other comments and suggestions in the project activities.

6.3. Then, he told that he would like to share the revised documents with NPD, PD and DPD for their review and they (UICDP) are ready to respond if they (NPD, DPD and PD) have any further comments, suggestions or questions regarding the documents. NPD told that they would give their comments and suggestions within a short period of time.
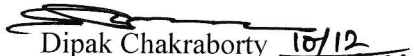
Agenda 4: Open discussion

7.1. The NPD opened the floor for the participants for their comment or suggestion. Mr. Syed Kutub from BRDB expressed his pleasure to have participated in the meeting. Then, NPD requested the PD to share her comments. In reply, she told that she had no new comment as she found that Mr. Ikeda has covered all the necessary contents. He emphasized on the implementation of the decisions of the 3rd JCC meeting and do the remaining tasks quickly.

7.2. At this stage, Ms. Saila Farzana thanked the Chairperson for presiding over the meeting. She also thanked all the other participants for joining the meeting and participating actively.

7.3. The Chairperson once again thanked the participants for their sincere cooperation for making the meeting a successful one. He requested concerned ones to do the needful in light of the discussions/decisions mentioned above. He commented that it was a very good beginning for PIC of the project. He wished successful implementation of the project activities during its 2nd phase.

The meeting was ended with a vote thanks from the Chairperson.

Dipak Chakraborty 10/12/2020
Additional Secretary (Admin), LGD
&
National Project Director (NPD), UICDP

List of participants of PIC meeting (not in order of seniority):

Name	Designation	Ministry/ Division/ Department/Institution
Mr. Dipak Chakraborty	Additional Secretary and National Project Director (NPD)	Local Government Division & UICDP
Ms. Saila Farzana	Joint Secretary and Project Director (PD)	Local Government Division & UICDP
Mr. Mohammad Zahirul Islam	Deputy Secretary and Deputy Project Director (DPD)	Local Government Division & UICDP
Mr. Md. Sayed Kutub	Director (Training) & Joint Secretary	Bangladesh Rural Development Board
Ms. Srabasti Roy	DDLG	Cox's Bazar
Dr. Md. Moktar Hossain	Deputy Project Director (Deputy Secretary)	UGDP
Mr. A Jehad Sarker	Research Officer	National Institute of Local Government
Mr. A H M Kamruzzaman	Joint Chief	Local Government Division
Mr. Amirul Islam	Upazila Parishad Chairman	Gajaria, Munshiganj
Mr. Hasan Saadi	Upazila Nirbahi Officer	Gajaria, Munshiganj
Ms. Nasima Mukai Ali	Upazila Parishad Chairman	Bijoynagar, Brahmanbaria
Mr. K M Easir Arafat	Upazila Nirbahi Officer	Bijoynagar, Brahmanbaria
Mr. Mohammad Shamsul Alam	Upazila Parishad Chairman	Bakerganj, Barishal
Ms. Madhabi Ray	Upazila Nirbahi Officer	Bakerganj, Barishal
Mr. Md. Saiful Islam	Upazila Nirbahi Officer	Teknaf, Cox's Bazar
Mr. Md. Asadul Haque Bisshash	Upazila Parishad Chairman	Chuadanga Sadar, Chuadanga
Mr. Muhammad Sadikur Rahman	Upazila Nirbahi Officer	Chuadanga Sadar, Chuadanga
Mr. Hamidul Haque Chowdhury	Upazila Parishad Chairman	Ukhia, Cox's Bazar
Mr. Nijam Uddin Ahmed	Upazila Nirbahi Officer	Ukhia, Cox's Bazar
Mr. Md. Ashraf Uddin	Upazila Parishad Chairman	Gaffargaon, Mymensingh
Mr. Md. Tajul Islam	Upazila Nirbahi Officer	Gaffargaon, Mymensingh
Mr. Mahbubuzzaman	Upazila Parishad Chairman	Kaliganj, Lalmonirhat
Mr. Md. Rabiul Hassan	Upazila Nirbahi Officer	Kaliganj, Lalmonirhat
Mr. Shamim Al Imran	Upazila Nirbahi Officer	Baralekha, Moulvibazar
Mr. Md. Shafikul Islam Shafi	Upazila Parishad Chairman	Ullapara, Sirajganj
Mr. Deoan Moudud Ahmed	Upazila Nirbahi Officer	Ullapara, Sirajganj
Mr. Hiroki Watanabe	Representative (Governance, Public Administration)	JICA
Mr. Kyohei Yamamoto	Advisor, Local Governance	JICA
Mr. Kenzo Ikeda	Team Leader/ Local Governance Expert-1	UICDP
Mr. Mashahiko Suginaga	Deputy Team Leader/Local Governance Expert-2	UICDP
Mr. Kyo Naka	Development Plan Expert	UICDP
Mr. Yosuke Sekiguchi	Training/Capacity Development Expert	UICDP
Mr. Kei Shiga	Community Development Expert	UICDP
Mr. Jun Yamada	Public Relations/ Project Administration Expert-2	UICDP
Mr. Keitaro Asaba	Public Relations/Project Administration Expert-1	UICDP
Mr. Md. Akram Husain	Senior Consultant	UICDP
Dr. Mobasser Monem	Senior Consultant	UICDP
Mr. M Khairul Kabir	National Consultant	UICDP
Ms. Nadira Sultana	Project Secretary	UICDP
Mr. Khaza Muha. Khalid	Assistant Project Secretary	UICDP
Mr. Md. Asaduzzaman	Development Plan Consultant	UICDP
Mr. Noshih Bin Amzad	Junior Consultant	UICDP
Mr. Abdullah Al Noman	Junior Consultant	UICDP

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Upazila Integrated Capacity Development Project (UICDP)
Minutes of the 2nd Project Implementation Committee (PIC) Meeting

The second meeting of the Project Implementation Committee (PIC) of Upazila Integrated Capacity Development Project (UICDP) was held at 12 p.m. on Tuesday, February 16, 2021using Zoom video conferencing. Mr. DipakChakraborty,Additional Secretary (Admin), Local Government Division and National Project Director (NPD), UICDP chaired the meeting.The list of participants of the meeting is attached as Annex- 1.

2.   At the outset of the meeting, the Chairperson welcomed the participants and thanked them for participating in the meeting. He welcomed them and requested them toparticipate actively by sharing their views, comments and suggestions.After that, he requested Ms. SailaFarzana, Project Director,UICDP to proceed on.

3.   Ms. SailaFarzana, Joint Secretary, Local Government Division and Project Director, UICDP thanked the Chairperson and welcomedall the participants for joining the meeting. She shared that UICDP hasdrafted three policy documents,namely 1) Mid- and Long-Term Strategy for UpazilaParishad Governance Improvement; 2) Guidelines for Upazila Integrated Development Planning; and 3) Mid- and Long-Term Training Plan for UpazilaParishad Functionaries(2020-2030). She mentioned that the document of "Mid-and Long-Term Training Plan for UpazilaParishad Functionaries (2020-2030)" ispreparedmainly for the National Institute of Local Government (NILG), and the other two documents are mainlyprepared for UpazilaParishads,and line ministries and departments. She stated that the objective of this project is to establish a framework to improve comprehensive coordination capacity of UpazilaParishad. She informed that the three policy documents have been submitted to Senior Secretary of LGD last week. After that, she requested Mr. IkedaKenzo, Team Leader, UICDP to make agenda-wise presentation.Mr. Ikeda thanked the Chairperson and the Project Director for their speech and made agenda-wise presentation.

4.   **Agenda 1: Overview of UICDP**

4.1   Mr. Ikeda explained the overall goal, purpose, outputs,implementation process and key points of the work plan for phase-2in a nutshell. He mentioned the project purpose which will establish a framework to improve "comprehensive coordination capacity" of UpazilaParishad. He shared that this "comprehensive coordination capacity" includes the Horizontal Coordination which means coordination with Transferred Line Departments (TLDs), and Vertical Coordination which means coordination with Union Parishads and Paurashavas. Then, he shared that there are three outputs of the projects. i.e., Output-1: Development of the Mid- and Long-Term Strategy for UpazilaParishad Governance Improvement; Output-2: Establishment of an advanced model on Integrated Upazila Development Plan; Output-3: Capacity development of NILG and related institutions for conducting trainings for UpazilaParishad stakeholders.

4.2   He shared that the project purpose will be achieved through these three outputs. Then he mentioned that there were 10 pilot Upazilas in Phase1 and the number of pilot Upazilas has been expanded to 65 in Phase 2.

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4.3   He added that the duration of Phase1 was from August2017 to August 2020 and Phase2 has been started from September 2020 which will continue until December 2022. He mentioned that some policy documents have been drafted during Phase 1, and during Phase 2,these would be implementedafter approval. The work plan for Phase2 was shared in 1st PIC meeting and it was approved in that meeting.

5.   Agenda 2: Confirmation of the Minutes of 1st PIC meeting

5.1   The NPD informed that all of the participants have received the copy of the minutes of 1st PIC meeting prior to the 2nd PIC meeting.Herequested the participants to share their comments or suggestion on the minutes of 1st PIC meeting if they have any. As there was no comment, theminutes of 1st PIC meeting was confirmed.

6.   Agenda 3: Progress of Key Activities

6.1   Then, Mr. Ikeda shared the progress of three key activities, namely1) Approval of the three policy documents;2) orientation Seminar for District-level and Upazila-level stakeholders; and3) Monitoring Sheet.Regarding approval of threepolicy documents, he told that they are in the final stage for approval. He added that they would be implementedduring Phase2 once the documents are finalized.

6.2   Ms. SailaFarzanaadded with Mr. Ikeda that a central consultation workshop was scheduled to beheld in March2020 for collecting comments and suggestionsfrom concerned ministries and departments. However, due to COVID-19,the meeting was postponed. After that,the policy documents were sent tothe concerned ministries and departments to have theircomments on those. Then, she shared that,the documents have been updated reflecting those comments. She also informed that, the documents havebeen submitted to the Senior Secretary, LGD and would be approved soon.

7.   Agenda 4: Key Activities (planned)

At this stage,Mr. Ikeda presented key activities planned forPhase2.

The first key activity was conducting training for pilot Upazilas on Upazila Integrated Development Planning. He requested Mr. Sekiguchi to make presentation regarding this planned activity.

7.1   Mr. Yosuke Sekiguchi, Capacity Development Expert of UICDP,then started his presentation. He mentioned UpazilaParishad Act andGuidelines for Upazila Integrated Development Planning as a guiding principle.Then, he told that Training on Upazila Development Planning would be provided in three steps which are as follows:
   Step 1) Orientation Seminar,
   Step 2) Self- learning by UpazilaParishad stakeholders, and
   Step 3) Wrap-up Seminar.

Then, he told that the progress of AP formulation would be monitored by DDLGs.They would follow-up the progresswith support fromDistrict Coordinators of UICDP.Then, he shared the background and basic concept of the training. He pointed out that, though 10 pilot Upazilas

received a series of face-to-face training at NILG in Phase 1, it is difficult to conduct face-to-face training to all the extended Upazilasbecause of COVID-19. He, then, shared that on a pilot basis a web-based training programcould be helpful in this regard.Then,he shared the objectives of the training program.

For LGD/NILG, the objective is to establish an online training implementation method including monitoring of the progress on a continuous basis with limited resources such as training facilities and instructors.For the Upazilas, the objective isto the contribution to the improvement of Upazila governance so that they can acquire basic knowledge on development planning cycle at the Upazila level.

In the overview of the trainingplan, Mr. Sekiguchistated that an orientationseminar through online platform (zoom) would be conducted. He shared that the training program would be introduced and the orientation of technical matters for the training websitewould be conducted through this orientation seminar. Tentative schedule for the seminar is March 2021. Then,he shared some points of self-learning by UpazilaParishad stakeholders which are to:
- Proceed self-learning training througha website by Upazila together,
- Watch short YouTube training videos and answer to comprehension quizzes by sub-sessions, and
- Progress would be monitored through the record of comprehension quizzes by UICDP team.

The tentative schedule for this self-learning is March or April 2021.Then, Mr. Sekiguchi shared that the final part of the training program would be a wrap-up seminar through online platform scheduled in April-May.

7.2 Then, Mr. Ikeda went to the next key activity, Orientation Seminar for District-level and Upazila-level Stakeholders. He shared that a District-level orientation seminar was held on December 26 2020 which was chaired by Ms. SailaFarzana. Mr. Helal Uddin Ahmed, Senior Secretary, LGD was the chief guest and Mr. DipakChakraborty along with Mr. Hiroki Watanabe, Representative, JICA Bangladesh were the special guest in the seminar. The participants of that seminar were the Deputy Commissioners (DCs) and DDLGs of pilot Districts. For Upazila-level orientation, three orientation seminars were arranged on 9th, 16th and 30th January 2021 chaired by Ms. SailaFarzana. Mr. DipakChakraborty was the chief guest and Mr. Hiroki Watanabe was the special guest in those seminars. The main participants of those seminars were UpazilaParishadChairmen, Vice Chairs, UNOs, Upazila Engineers, selectedtransferred line department (TLD) officers of all pilot Upazilas.

At this point, Mr. Ikeda requested Mr. Asaba to present the Monitoring Sheet.

7.3 Mr. KeitaroAsaba, Monitoring and Evaluation Expert of UICDP, presented the Monitoring Sheet of UICDP. He shared that the Monitoring Sheet is prepared to monitor and report the project progress of UICDP, and to be submitted to JICA in every six (6) months. He also shared that it is a tool with which officials of Bangladesh government and Japanese side discuss and agree upon UICDP progress. He added that The Monitoring Sheet Version 07 will be finalized by incorporating feedbacks at 2nd PIC meeting. He briefly introduced the contents of the Monitoring Sheet Version 07, which were the UICDP output achievements, activity implementation issues,

issue resolutions, and external factors having positive/negative impact on UICDP during March-December 2020. He shared the major activities reported in Monitoring Sheet Version 07 as follows.

- The three (3) policy documents were drafted and submitted to the NPD and PD. Final adjustments are being made by the PD for the approval of LGD.
- Pilot Upazilas formulated the Annual Development Plans for FY 2020/21 after receiving the training on Upazila development planning held in February and March 2020. However, the formulation is being delayed due to COVID-19.
- The Work Plan of UICDP Phase 2 was approved by the Joint Coordination Committee (JCC) in the third meeting held online in August 2020.

Then, Mr. Asaba shared the risks identified during monitoring period March-December 2020 and the mitigation measures as follows.
- Delay in overall Phase 1 activities, due to restrictions made against the spread of the COVID-19 infection.

Mitigation measures were:
- Use of online applications such as Zoom for 1) the project management; and 2) hosting JCC and PIC meetings.

Then, Mr. Asaba mentioned the risks expected during the next monitoring period January-June 2021 and the mitigation measures as follows.
- Delay in overall Phase 2 activities, due to restrictions made to control the spread of the COVID-19 infection.

Mitigation Measures recommended are:
- Conduct main activities on time by bringing them online: 1) organizing an online training program, 2) holding an online video conference; and 3) assigning Japanese experts to travel to Bangladesh by taking preventive measures against COVID-19.

Then, Mr. Asaba presented the Project Design Matrix(PDM) Amendment proposed in Monitoring Sheet Version 07 as follows.
- The draft amendment of the Project Design Matrix (PDM) of UICDP was approved by 3rd JCC meeting in August 2020.
- Monitoring Sheet Version 07 proposes the amendment of the PDM in line with the resolution of 3rd JCC meeting.
- It was finally agreed between LGD, ERD and JICA through the "Minutes of Meeting for the Amendment of Record of Discussions of UICDP" in December 2020.

7.4   Then, Mr. IKEDA shared the structure and major functions of Strategy Implementation Committee (SIC). He stated that the SIC will be formed after the approval of the Mid- and Long-Term Strategy by LGD.

Then Mr. IKEDA shared some key points on the Guidelines for Upazila Integrated Development Planning as follows.
- After its approval, the Guidelines for Upazila Integrated Development Planning will be distributed to all UpazilaParishads throughout the country.
- All UpazilaParishads will be requested to formulate the Annual Development Plan.

Then Mr. IKEDA presented the structure and major functions of the "Working Group for the Implementation of Mid- and Long-Term Training Plan", and shared that it will be formed under the SIC after the approval of the Mid- and Long-Term Training Plan. After this, he wrapped up his presentation.

8.   Open Discussion

8.1   The NPD requested Mr. Md. Borhan Uddin Bhuiyan, Director (Training) of NILG, first to share his comments regarding the document 'Mid- and Long-Term Training Plan for UpazilaParishadFunctionaries' as the training plan is related to NILG.

8.2   Mr. Borhan Uddin shared that he had gone through the document, and he found the document very helpful to conduct training programs.Mr. Borhan Uddinaddedthat during implementation, especially during conducting the training sessions, some feedbacks may come from the participants which will bring necessity of some modification or adjustment. He told that, till then it is a good document for NILG.

8.3   Ms.   SailaFarzana   told   that   this   "Mid-   and   Long-Term   Training   Plan   for UpazilaParishadFunctionaries" has been formulated by a working group which was formed mainly by NILG officers. Thus, NILG is well informed of this Training Plan. She added that Mr. Borhan Uddin can still go through the document and share his comments if there is any.

8.4   Mr. AbdulKhaleque, Deputy Director (Training & Consultation),NILG told that they are going to start a training course for Confidential Assistant (CA) and Office Super (OS) of UpazilaParishad from the next day dated 17th February 2021. He added that the course was designed followingthe content of the draft Training Plan prepared with the help on UICDP. He shared that Mr. Borhan Uddin also helped to design the course.

8.5   Mr. DipakChakrabarty, the chair of the meeting thanked NILG and UICDP for arranging the training and providing support by their intervention of this training course.

The chair of the meeting also told that the OS of UpazilaParishad and CA of Upazila Chairman serve UpazilaParishad for a long time. So, capacity building of these two staff members is very important to improve the capacity of UpazilaParishad. He told that the training program is a good intervention from NILG, and he wished success of the training program. He shared that he is grateful to Mr. Borhan Uddin for arranging such training program.

8.6   Mr. M. KhairulKabir, Senior Consultant, UICDP,added that the Training Planis actually prepared by NILG. He told that there was a working group composed of seven faculty members headed by Director (Training) of NILG. He added that, eight meetings in a year were held and UICDP providedtechnical support in preparing this document. He also told that this document was shared with different stakeholders even with Upazila level stakeholders during training. Now it is at the final stage for approval. It would be approved but it can be updated,if necessary, because it is a living document. It depends on the policy of the government, policies of LGD, policies of NILG and the needs of the Upazila level stakeholders.

8.7   Regarding the orientation seminar, Mr. Gopal Krishna Debnath told that the participant list of

District-level and Upazila-level looks very good. But, it would be better to incorporate some Union Parishad(UP) Chairmen, UP members and also some UP secretaries. He thought that they couldparticipate actively in this process and put their valuable input.

8.8 Ms. SailaFarzana replied that this is aUpazila-level project. She mentioned that UpazilaParishad officials are very much involved in this activity,but the UP Chairman and UP members are not much involved here. She told that they have some involvement with this project through UDCC(Union Development Coordination Committee) and TLCC(Town Level Coordination Committee). So, she thinks that UP Chairmen and UP members are not much important in thisorientation seminaras they are not directly involved in designing or formulating any document.

8.9 Mr. DipakChakraborty, the chair added that this is aUpazila level orientation seminar. He mentioned that, though UP Chairman is ex-officio member of UpazilaParishad, they do not work at the Upazila level except for attending the meeting. In this background, they can be omitted from theUpazila-Level orientation seminar. He added that when a seminar on capacity building of UpazilaParishadwould be arranged, UP Chairmen could be invited. Ms. SailaFarzana agreed with him.

8.10 Mr. Gopal Krishna Debnath told that the idea of web-based training is excellent. He requested to make an order to the participants to attend the training program for full time so that they cantakeany agenda on that day. As a result, they could understand the training contents and provide their feedbacks.

8.11 Mr. Borhan Uddin added that it is difficult to provide training during COVID-19 pandemic outbreak. He mentioned that physical training is more effective for the participants as well as for getting results. He shared that he had some observations that it is very difficult to provide training through online because most of the participants do not pay due attention. He mentioned that NILG is providing physical training in this COVID-19 situation, and suggested to reconsider this matter. He shared that 10 officers of each Upazila can be provided training at the District level maintaining social distance. He, then, told that, to ensure preparation of Annual Development Plan (AP) by all the pilot Upazilas according to the Guidelines, physical training is very important. He opined that it would be very difficult to understand all the procedures of formulating AP through online. He shared that NILG has provided a lot of training sessions through Zoom, and he found many problems in the online training. He added that there may be some practical sessions in the training program, and it will be very difficult to implement those sessions through web-based training. He reminded that formulation of AP is a practical thing. So physical training is essential for accomplishing those practical sessions regarding AP formulation.

8.12 Mr. DipakChakraborty told that during COVID-19, there are some limitations for the training. He, then, told that it was a good suggestion by Mr. Borhan Uddin. He told that UICDP can decentralize the training at the District level or at least at the Divisional level. He added that there are opportunities, and efficient officers are there at the field level. He shared that physical training is more effective than the virtual training. Then, he told that COVID-19 still exists though vaccination is going on, we have to maintain the social distance meticulously. Then, he gave the floor to Project Director to share her comments.

8.13 Ms. SailaFrazanafully agreed with Mr. Borhan Uddin because Mr. Borhan Uddin has vast experiences regarding this issue. She mentioned that Mr. Borhan Uddin conducted a lot of sessionsin the training arranged in Phase 1 of this project. She, then, told that she had conducted a lot of Zoom meetings, orientation seminars and training programs after the pandemic of COVID-19 started in March2020. From those meetings, seminars and training programs, she observed that some of the participants were very sincere butsome of them did not give their full attention. She shared that UICDP will continue until December 2022, andwe do not have sufficient time. At this point, if we go for any experiment, there is a risk of failure. She suggested that the orientation seminar can proceed on using online, then physical training can be arranged in NILG and/orat the District level. She also added that NILG started arranging physical training from 6 months ago.She shared that all government activities in Bangladesh are almost normalized with necessary preventive measures. She said thatthe training programs are very important part of UICDP, and thus we can rethink this matter. She, then, wanted to know the opinions of the UpazilaParishad Chairmen and UNOs regarding the self-learning training program through YouTube.

8.14 Mr. Borhan Uddin added with Ms. SailaFarzanathat NILG is ready to help UICDP through providing the support of the facilitation along with accommodation for the training program.

8.15 Mr. DipakChakraborty told that PD had commented and summarized nicely regarding the presentation of Mr. Sekiguchiwhere there are three phases of training through online. He stated that we can arrange the orientation seminar through online and we can organize self-learning process and wrap-up seminar physically in NILG or at the Divisional level or elsewhere.

8.16 Mr. Watanabe, Representative, JICA Bangladesh, mentioned that under the framework of the Mid- and Long-Term Training Plan for UpazilaParishad Functionaries, NILG, together with LGD, with technical support by JICA, will provide necessary training to UpazilaParishads. For that purpose, there must be Plan A and Plan B. He told that Plan A is the physical training, and Plan B is online training including e-learning courses considering the current COVID-19 pandemic situation. He shared that JICA can support both of the plans. He told that for Plan A, LGD together with JICA is currently implementing,through Upazila Governance and Development Project (UGDP), physical training, i.e.,three-day basic training for all Upazilasdespite this pandemic situation. He added that UGDP together with LGD can provide the physical training including Upazila development planning in the coming years together with NILG and other training institutes. He mentioned that since UICDP is a technical cooperation project,we can try Plan B (which is online and e-learning system) and extract lessons of online training through this technical cooperation project.

8.17 Mr. Ikeda told on behalf of Mr. Watanabe (as he was disconnected from online) that UGDP has already provided the basic training which includes the training on development planning to all the Upazilas. He added that this online training can supplement the physical training which is provided by UGDP. Mr. Ikeda, then, stated that he agrees with Mr. Borhan Uddin and the Project Director that physical training program is much more effective than online training. He, however, told that we have to consider the total development planning system. UICDP has 65 pilot Upazilas in Phase 2, but UICDP aims to share lessons learnt and recommendations on how to institutionalize the training for Upazila development planning system. In this context, we need to consider how to establish the system where LGD and NILG can provide the guidance to the UpazilaParishads, provide training for development planning, monitor the progress, and provide follow-up supports

even after the project period. He told that the number of UpazilaParishads is 492, and if we intend to provide training to three elected representatives and 17 TLD officers, total number of the trainees would be about 10,000. As the current available resources are limited, we have to consider some alternatives, and online training could be one effective alternative. He, then, added that if we fail to achieve the result by this online training, we can provide additional support, including follow-up visits, by combining online training with physical training. Then, he sought for more comments and suggestions from the participants.

8.18 Mr. Kyohei Yamamoto, Advisor, Local Governance, JICA, mentioned two issues. He agreed with the idea of the effectiveness of physical training, but mentioned that the upcoming training for the elected representatives of Paurashavaand Union Parishads are needed for NILG to put more focus in this year and/or the next year. Considering these upcoming two big training of NILG, we need to consider how we can reduce the burden of NILG. Therefore,a web-based training is necessary in some parts as Ms. SailaFarzana mentioned for the orientation seminar and wrap-up seminar. He added that a web-based system is very effective regarding the monitoring of the training because it would be easier to collect feedbacks through online. He emphasized that this web-based training should be utilized at least in some parts.

8.19 Mr. KhairulKabirstated that all the three parts of the web-based training suggested by Mr. Sekiguchi supplement one another. He shared that the orientation seminar is mainly for explaining how to organize the self-learning training at Upazila level. Therefore, if we go for self-learning physically, there is no need of the orientation seminar. Then, he told that as NILG is providing physical training to the UpazilaParishad functionaries through UGDP, we can go for a web-based training side by side as a combined form with physical training.

8.20 Ms. SailaFarzana told to Mr. DipakChakraborty that, if we conduct physical training, there is no need to hold the orientation seminar and wrap-up seminar as suggested by Mr. KhairulKabir. She added that, we have provided training to the 10 pilot Upazilas during Phase 1. So, we can consider only the newly addedUpazilas due to this pandemic situation. She added that UGDP as well as DDLG can arrange training program at the Upazila level and District level. She shared that we can pilot some training program and we can take final decision after observing the result. She told that we can arrange a physical training in NILG and another at District level and we can go for the final decision after conducting these two trainings.

8.21 Mr. Watanabe told that it would be better if we can arrange a separate meeting to discuss the modality of training, and identify the overall pros and cons of Plan A and Plan B. Based on the discussion, we can have better decision on whether it will be physical or online, or combined.

8.22 Mr. DipakChakraborty told that it is a good idea to arrange a separate meeting on the implementation modality of training program. Then,the NPD added that orientation seminar and self-learning can be arrangedthrough online because, nowadays, the stakeholders are becoming computer friendly, internet friendly and web-friendly. In this context, he said there is a room for acceptingthe proposal made by Mr. Sekiguchi, a discussion in separate meeting is required.

8.23 Mr. Gopal Krishna Debnath, Superintending Engineer of LGED,asked whether it is possible to rename the title of the document as the "Guidelines for Upazila Master Planning" instead of the "Guidelines for Upazila Integrated Development Planning". Ms. SailaFarzana replied that, the

master plan is different from the development plan, and therefore we should avoid such wording. Mr. Akram Husain and Mr. KhairulKabir agreed with her regarding this point.

8.24 At this stage, the NPD asked the participants for their comments or suggestions on the presentation of the Strategy Implementation Committee (SIC) and Working Group. Ms. SailaFarzana assured that, immediately after the approval of the three policy documents by LGD, the SIC and the "Working Group for the Implementation of Mid- and Long-Term Training Plan" will be formed. Mr. DipakChakraborty told that the structure of the SIC and the Working Group is fine, but added that we can put a clause that the Working Group may co-opt anybody if necessary.

8.25 Ms. SailaFarzanamentionedthe need to circulate the file to form the SIC and the Working Group after LGD's approval of the three policy documents.

8.26 Finally, Mr. DipakChakraborty requested the participants to share their comments regarding the presentation on the Monitoring Sheet Version 07 presented by Mr. Asaba. The meeting had no comment on the Monitoring Sheet, and hence it was approved.

8.27 The Chairperson wished that UICDP will create a good model regarding the capacity development of UpazilaParishad in Bangladesh. He thanked all the participants for joining the meeting with their kind cooperation, and concluded the meeting.
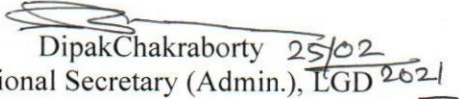
9. Decision

9.1 The UICDP project will arrange physical or web-based training for Upazila Chairman, Upazila vice-chairman, UpazilaNirbahi Officer and other upazila level departmental officers considering Covid-19 pandemic situation. The training will be held within April/May, 2021. A separate meeting will be held to finalize the modality (physical or web-based) of the training.

9.2 Monitoring SheetVersion 07 is approved by the PIC.

9.3 The proposedconcepts of the "Strategy Implementation Committee (SIC)" and "Working Group for the Implementation of Mid- and Long-Term Training Plan"are approved. A clause at theWorking Group will be added so that it can co-opt anybody if necessary.

The meeting was ended with a vote of thanks from the Chairperson.

DipakChakraborty 25/02
Additional Secretary (Admin.), LGD 2021
&
National Project Director (NPD), UICDP.