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Consolidated Annual Report on Activities Implemented under the Joint Programme “Union Parishad Governance Programme (UPGP)” in Bangladesh

**Report of the Administrative Agent
for the period 1 January - 31 December 2014
Multi-Partner Trust Fund Office**

Bureau of Management
United Nations Development Programme
GATEWAY: <http://mptf.undp.org>

March, 2015

PARTICIPATING ORGANIZATIONS



United Nations Capital Development Fund



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CONTRIBUTORS



DENMARK

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**UNION PARISHAD GOVERNANCE PROJECT
MPTF OFFICE GENERIC ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2014**

Programme Title & Project Number	
Programme Title: Union Parishad Governance Project Programme Number in Atlas: 00080905 MPTF Office Project Reference Number: 00081864	
Participating Organization(s)	
United Nations Development Programme (UNDP) United Nations Capital Development Fund (UNCDF)	
Programme/Project Cost (US\$)	
Total approved Prodoc Budget:	18,391,108
MPTF/JP Total Contribution from –Denmark(pass-through)::	TOTAL 4,605,179
Agency Core Contribution :	UNDP 2,000,000 UNCDF 1,500,000
Government Contribution	
Other Contribution –EU	UNDP 4,001,389 UNCDF 5,304,167 TOTAL 9,305,556
TOTAL Project Budget in USD :	17,410,735
Programme Assessment/Review/Mid-Term Eval.	
Assessment/Review - if applicable <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date:	
Mid-Term Evaluation Report – <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: December 4, 2014	

Country, Locality(s), Priority Area(s) / Strategic Results²	
Country/Region: Bangladesh	
Priority area/ strategic results: Democratic Governance	
Implementing Partners	
Local Government Division, Ministry of Local Government, Rural Development and Co-operatives	
Programme Duration	
Overall Duration (months)	60
Start Date :	31/12/2011
Original End Date :	30/11/2016
Current End date :	30/11/2016
Report Submitted By	
<input type="checkbox"/> Name: Pauline Tamesis <input type="checkbox"/> Title: Country Director <input type="checkbox"/> Participating Organization (Lead): UNDP <input type="checkbox"/> Email address: pauline.tamesis@undp.org	

¹ The term "programme" is used for programmes, joint programmes and projects.
² Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document.

ABBREVIATIONS AND ACRONYMS

CO	Country Office
CPD	Country Programme Document
DANIDA	Danish International Development Agency
DDLG	Deputy Director, Local Government
EU	European Union
JP	Joint Programme
LGD	Local Government Division
LGI	Local Governance Institution
LGSP II	Local Governance Support Programme II
LGSP - LIC	Local Governance Support Project - Learning and Innovation Component
MDGs	Millennium Development Goals
MoLGRDC	Ministry of Local Government, Rural Development & Cooperatives
NPD	National Project Director
PM	Project Manager
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UP	Union Parishad
UPGP	Union Parishad Governance Project
UZGP	Upazila Parishad Governance Project
WDF	Women Development Forum

EXECUTIVE SUMMARY

This Consolidated Annual Report under the Joint Programme, “Union Parishad Governance Project (UPGP)” in Bangladesh covers the period from 1 January to 31 December 2014. This report has been prepared in fulfillment of the reporting requirements set out in the Standard Administrative Arrangement (SAA) concluded with the Contributor. In line with the Memorandum of Understanding (MOU) signed by Participating Organizations, the report is consolidated based on information, data and financial statements submitted by Participating Organizations. It is neither an evaluation of the Joint Programme nor an assessment of the performance of the Participating Organizations. The report provides the Steering Committee with a comprehensive overview of achievements and challenges associated with the Joint Programme, enabling it to make strategic decisions and take corrective measures, where applicable.

The Joint Programme (JP) was implemented across all components during 2014, which considered as a year without any major political violence. This period enabled the UPGP to address the activities rolled over from 2013, and focus on transformational interventions during this third year of UPGP. The Mid Term Evaluation confirmed that good progress had been made towards achieving the expected JP outcome of “strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs”.

The Mid-term evaluation (2014) has commented that the project has tested and documented that some of the democratic innovations introduced and promoted can become viable in the context of the changing political and administrative reality of Bangladesh. The project has significantly made UPs understand, internalize and institutionalize the new provisions of the UP Act 2009, despite a challenging political context. Through technical support and backstopping, UP operations, Standing Committees, Ward Shavas, and WDFs are gradually getting institutionalized in the local governance process. It has also created an alternative counter balancing force in the otherwise authoritative role of old fashioned working modalities of the UPs. Evidence show that UPs are on their way to become more transparent, accountable and responsive to the community needs along the targets of the project. The project interventions have made the UPs relatively more gender sensitive and responsive to the need of the poor and marginalized community segments and diversified investments to better target the MDG needs.

Compliance with democratic accountability norms of Union Parishads (UPs) improved significantly during the year. The grass root tier of local governance of all 546 UPs was strengthened, and the UPs engaged communities and NGOs in development planning. Nearly, half of the 1,398 investments were made with UPGP grants that went into MDGs oriented services. The pilots were rolled out across 146 UPs and the core activities supported all 564 Ups (Mid-Term evaluation 2014).

The JP’s partnership with Upazila Governance Project (UZGP) in 14 Upazilas helped both UPs and Upazilas to improve local planning. The unified planning platform was utilized to select investments by LGSP II and UPGP, across 410 UPs which utilized UPGP grants of \$1.72 million.

Performance assessment of UPs across the entire country was carried out in partnership with Local Governance Support Programme II, and all 1,094 auditors were trained by the UPGP.

One more secondary Regulation was presented for approval of the Government which will provide policy support to implement the UP Act of 2009. Seven policy studies were completed during the year, in collaboration with the UZGP.

I. Purpose

The overall objective of the UPGP is to strengthen capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs. This objective is well aligned with the UNDAF and Country Programme Document (CPD) for Bangladesh, which has set one of the outcomes to be “Government institutions at the national and subnational levels are able to more effectively carry out their mandates, including delivery of public services, in a more accountable, transparent, and inclusive manner”. The UPGP is implemented with the specific purpose of supporting the piloting and evaluation of innovations to improve the functional and institutional capacity, as well as the democratic accountability of Union Parishads, thereby increasing citizen involvement leading to more effective, efficient and accountable delivery of pro-poor infrastructure and services.

The three key output level results envisaged to be achieved by UPGP are:

- Strengthened Democratic Accountability of Union Parishads through Citizen Engagement
- Innovation in Pro-Poor & MDG-Oriented Planning & Financing of Service Delivery by UPs
- Strengthened national capacity for effective policy review, monitoring, lesson learning and capacity development of Local Government Institutions for enhanced Local Governance

II. Results

i) Narrative reporting on results:

Outcomes: Further progress was achieved in relation to the expected JP outcome of “strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs”. The Local Government Division (LGD) of the Ministry of Local Government, Rural Development & Cooperatives (MoLGRDC), which is implementing the JP, notified one more regulation from the targeted 12 regulations, which is on disclosure by UPs to facilitate implementation of the UP Act 2009. An action oriented capacity building support from the JP covered Standing Committees of 545 UPs (97%), in order to activate them to play their mandated role with regard to sectoral plans and monitoring schemes.

Significant improvement of democratic accountability was observed has undergone significant improvement, with 59% of UPs complying with all three norms of democratic oversight, community inclusion and transparency in local governance (33% in 2012: UPGP MIS). Local revenue mobilized by UPs, including holding tax, increased by 25% in the latest fiscal year (2013-14) over the previous fiscal year. The grants from the JP to 410 UPs amounting to \$1.72 million helped initiate 1,398 investments to improve availability of services, and have been estimated to benefit 1.8 million households in 2014 (UPGP MIS).

The Citizen Perception Survey (2014) reveals that more than two-thirds (75.7%) of the sample respondents saw the presence of Citizen Charter at UP premises in project areas compared to 61.5% in control areas. Regarding the awareness on Ward Shava, it was found that 46.4% of the respondents knew about it in project areas, while the figure was 39.1% in control areas. Among the respondents, who have knowledge about WS, 13.9% of respondents in project area informed that they had (or family member) attended the Ward Shava in control area, 10.7% respondents attended the Ward Shava. Regarding satisfaction on activities of Ward Shava, 71.4% of the

respondents in project area and 40% of the respondents in control area were 'satisfied'. In response to the question asked whether there was open budget meeting during last one year (2013), 84.2% of respondents in project area and 67.1% of the respondents in control area replied that there was open budget session in their area. The number of people having knowledge about schemes/project was approximately one-fifth (or less) in both project areas (20.4%) and control areas (18.3%) of the UPs. Of these informed respondents, 18.1% in the project areas and 15.3% in the control areas took part in different schemes/project meetings. Regarding the satisfaction about the quality of implemented project, 62.5% of the respondents in project area were found satisfied on the implemented project while the figure was much lower (39.3%) in control area. The respondents who knew about the Annual Plan of UP, was higher (16.4%) in project areas than that of (11.3%) control areas. Regarding Five Year Plan, about 10% of the respondents in project areas were aware of it while only 4.4% respondents in control areas knew about it.

Regarding the satisfaction level, 67.6% of the respondents were found satisfied (including highly satisfied) to receive services from UP office in project areas and a much lower 46.7% respondents in control areas. Pertaining to initiatives on women development, 72.7% of the respondents informed that UP had undertaken activities to improve socio-economic condition of women during last one year in project areas while the figure was much lower at 49.3% in control areas. Pertaining to the knowledge about MDG, 8.5% of the respondents in project areas knew about MDG compared to 4.5% in control areas. About taking any project to improve the condition of marginalized community, 69.4% of the respondents in the project area informed that such projects were taken compared to 47.1% in control area. Regarding the payment of holding taxes, 87.6% in the project area and 78.2% in control area informed that they paid holding tax regularly. Regarding village court, the survey reflects that 81.9% asserted on the active role of the village courts in union in project area and 65.8% respondents in control area.

Output 1 - Strengthened Democratic Accountability and transparency of the Union Parishads through Citizen Engagement:

There was further improvement during the year in relation to the democratic functioning and leadership provided by the Union Parishad. The UP Council meetings to be conducted every month are the means to provide democratic leadership; 95% of the UPs regularly conducted the meetings throughout the year. Community engagement by the UPs, through Ward Shava conducted twice a year in each of the 9 wards of a UP remained at 47%. The Mid-term Evaluation (2014) stated that in general, Ward Shava has empowered the community members and their involvement in community decision making process at the grassroots level and has made the project selection and planning process responsive to the need of the poor and marginalized, created a demand side of accountability, and their needs and aspirations are heard and mainstreamed.

The second tier of democratic leadership, provided by 13 Standing Committees, has six identified by UPGP as critical for development. The six critical Standing Committees were operational in 99% of the UPs. The Mid-term Evaluation has made following observations on UP Standing Committees:

- All 13 Standing Committees are formed and have started functioning. In some UPs, the names and contact numbers of the Standing Committee members are placed on the UP Notice Board. Furthermore, Standing Committees are doing relatively better in the Project areas compared to control areas.
- Input from the standing committees to the planning process has improved, but still modestly;
- However, the overall capacities of the UP Standing Committees are still very low. The members are not fully aware of and to some extent concerned about their role.
- Standing committees are formed but not yet fully effective, visible and functional. The Standing committees in general have not yet taken sufficient special initiatives to develop pro-poor, MDG oriented sector plans in consultation with Ward members and to negotiate with the Union Parishad for effective implementation of such interventions.
- There appears to be a “huge coordination gap” between Standing committees and extension workers of the LMs at the field levels

The UPGP, along with UZGP, promoted the establishment of WDFs as a platform for elected women representatives of local governments. The WDFs established in 65 Upazilas had women representatives from all 564 UPs, and included 1,675 members from these UPs. MTE field observations reveal that:

- WDF created enthusiasm and a new hope to work more beyond the Upazilla and Union Parishads among elected members of the local governments, and they are now working as change agents in the Union, Upazila and Districts. WDF members are gradually getting more inroads to influence government officials and public prosecutors.
- WDF is providing motivational visits to inspire parents for the schooling of their children and motivate against drop-outs as well as protesting abuse of drug and making awareness programme on anti-drug.
- WDF is facilitating women rights through successfully creating good examples to ensure justice in the alternative dispute resolution and litigating the case in women’s favouring coordination with the public prosecutors.
- However, it has also been observed from the field data that the WDF as a new body is yet to mature and become capable of “leading and running successful women organisation in the Upazila and Districts”. They need more conceptual and technical skills to promote, bargain and advocate on gender issues and social disparity. There is also a non-tapped potential to cooperate more closely with NGOs supported similar initiatives at the local level.

The strong support of UPGP during 2014 made significant contributions to the results described. Backstopping support from the seven DFs provided direct backstopping support through 432 field meetings. The remaining 19 UPs, which could not be covered in the previous year, were supported with Planning & Management training, and improved the basic capacity of the members of UPs (including women members) and their Secretaries. About 97% of the UPs organized orientation workshops for their Standing Committees involving 25,019 members. Citizen mobilization events were organized in all 9 wards of the 564 UPs, with 607 CSO engagement events served and 1,128 awareness building events to improve citizen engagement in planning activities. Some of the UPs (4%) carried out peer-to-peer learning visits to widen the use of good practices. Capacity was also

developed among the women members of UPs to work through the WDFs. The 65 workshops organized in 2014 benefited 1675 women members of UPs to initiate the WDF activities.

Output 2 - Strengthened innovations in Pro-Poor and MDG-Oriented Planning, Financing and Implementation of Service Delivery by Union Parishads:

Major steps to strengthen the preparation of establishing comprehensive development plans at the UPs took place during the year. Some significant results were realized in relation to long term planning by UPs with a pro-poor and MDG orientation. While over 90% of UPs had Five Year Development Plans, and the performance based grants delivered to the best performing 410 UPs, were utilized for 1,398 service improvement interventions, of which more than 62% were oriented towards the MDGs. The Mid-term Evaluation has commented that the performance-based grant system, with its more elaborated performance indicators show that performance incentives, when combined with CB and funding, can provide enhanced performance and be an important element in building trust in UPs for future enhanced support. Performance has improved by an average of 13 % and there have been improvements on 37 of the 41 performance measures (PMs) of which 21 of the PMs have improved by more than 10 % and 9 areas by more than 20 % which are core areas such as: i) disclosure, ii) tax assessments, iii) projects benefitting more than 1 ward, iv) tax rates, v) revenue mobilisation, vi) MDG planning targeting, vii) medium term planning, viii) project implementation, ix) functioning of the standing committees.

Over 80% of the UPs were complying with the main financial management requirements in terms of key registers. Revenue mobilization by the UPs improved, with average revenue mobilization increasing by 25%.

The 1,094 auditors recruited by the Government, to carry out performance assessments of the 4,556 Union Parishads across the country were trained by the JP. The first set of tools for IT enabled accounting systems for UPs, were extended to 46 more UPs, leading to a total of 146 UPs implementing them by the end of the year. These 146 UPs were provided part time support of resource persons, to improve their financial management and implement the new systems. The next generation platform, of web based Accounting & MIS system was developed with support of the JP during 2014.

Output 3 - Strengthened technical capacity of Local Government Division for effective policy review, monitoring, lesson learning and capacity development of LGIs for enhanced Local Governance:

Significant progress has been achieved in relation to the MIS and M&E systems, with the help of IT enabled reporting systems. The quarterly MIS reports are being generated by all UPs across the 7 districts, and reports being channeled to the respective DDLG offices as well as the UPGP office in Dhaka. Policy studies implemented jointly with UZGP have opened up significant discussions on planning and financing local governments.

The project, in coordination with UZGP, launched and completed a series of studies. They are

1. Study on key rights and entitlements for poor and disadvantaged citizens to make RTI act effective
2. Citizen Perception Survey on Services Provided by Local Government Institutions & Assessment of Results Achieved by UZGP and UPGP
3. Policy Review of Functional Assignment to Local Governments (Union Parishad and Upazila levels) in the delivery of health and education services
4. Policy Study on Local Government System in Bangladesh: A Comparative Analysis of Perspective and Practices
5. Review of local government revenue regimes of Bangladesh towards prospect of a uniform local government taxation/revenue policy
6. Review of Local Government Laws of Bangladesh towards Prospect of a Local Government Uniform Framework Legislation
7. Mapping of Fiscal Flow and Local Government Financing in Bangladesh

M&E and MIS reports for the four quarters of 2014 were generated. The IT-enabled MIS pilot was extended to a total of 146 UPs, and provides the platform for a next generation MIS. Quarterly reviews were held in the 7 districts and 49 joint monitoring visits implemented.

Delays in implementation

The year 2014 was a period when the activities carried forward on account of political turbulence in the country during 2013 were completed. Some activities envisaged for 2014, could only be taken up after the backlog was addressed, and the activities like financial management training, orientation of Standing Committees, training of UP Secretaries to facilitate community consultations on pro-poor planning and training of mentoring for UP Planning were completed only towards the end of the year. Hence, many of the results of the activities carried out during the year are expected to come into effect during 2015.

Risks and challenges

Many of the activities initiated by UPGP are implemented by UPs. Hence, the results and impact of UPGP depend heavily on how well the UPs are able to implement the tasks. However, with only one full time staff, namely the UP Secretary, the additional activities and documents add to the large volume of work they currently handle. This posed an important risk to carrying out the proposed activities with the required degree of attention and quality required to achieve expected project results and outcomes.

Given the limited capacity of UPs to come up with detailed Five-Year Plans, the quality of Plan documents that have been generated so far have been focused on compilation of multi-year scheme lists. It became evident that detailed guidance and implementation support are necessary to achieve the expected results of well-developed UP Plans.

A series of policy studies have been completed during 2014, and opened up for discussions. While these studies offer the potential to make strategic impact, it is also evident that systematic follow up discussions and stakeholder dialogue will be necessary with the Local Government Division of

the Ministry to ensure that the conclusions and recommendations make a policy impact. A series of dialogues and studies are envisaged in the 2015 work plan to facilitate the follow up.

Lessons learned

In dealing with the capacity challenge at the UPs, the JP introduced part time assistance for UP Secretaries on a pilot basis to improve financial management during 2014. This initiative provided the 146 pilot UPs to update and maintain books of accounts to efficiently track revenues and expenditures, and alongside prove the value addition from the use of such technical support thereby encouraging UPs to devote some of their discretionary funding to secure such support in the future. This also helped to improve the efficiency of annual reporting to the Local Government Division. This initiative is expected to be scaled up during 2015. Capacity Building alone will not provide sufficient incentives for people to be involved, and planning without sufficient funding, may over time erode the interest and meaning for citizens and officials involved. Lessons learned from Capacity Building show that a flexible approach using various modalities for CB support achieve most impact and are more cost-effective. Such modalities include support to training, technical assistance, equipment, institutional support, individual and institutional performance incentives, etc (Mid-Term Evaluation 2014).

The UP Accounting & MIS Pilot was introduced as a mechanism to ease the burden on UP officials in recording, compiling and reporting, with intensive capacity building support by the project team. This has generated the basic data required for detailed planning. Given the limited size of the project team, extensive support was procured from professional agencies during 2014. A round of capacity building was provided to the Secretaries of UPs. The Standing Committees are being strengthened to contribute to sectoral plans. This is being followed up with mentoring support from Upazila officials to guide UPs to review and qualitatively improve their Five Year Plans during 2015.

Qualitative assessment

As mentioned earlier, 2014 was a period when activities carried forward on account of political turbulence in the country during 2013 were completed. As a result, the completion of several activities that were initiated in 2014 could be completed only in the later part of 2014, and the results of such initiatives in 2014 would come into effect during 2015.

Given the wide range of work envisaged in the UPGP, the work this year reflected a multi-stage approach. In keeping with the step by step approach, the focus in 2014 was on strengthening Standing Committees, mainstreaming pro-poor planning and deepening local resource mobilization. This built on earlier work in 2012 on establishing the implementation platform, and the capacity built among Union Parishad members and Women members in 2013.

Important results continue to be generated in terms of the Legal and Regulatory Framework for Union Parishads. Twelve instruments were being developed, of which two were dropped, and two combined, six have been published in the Gazette, and one was completed during the year.

Good progress has been achieved in relation to the developing Functional and Institutional capacity for overall compliance with administrative requirements of UP Act 09 by Union Parishads supported by UPGP. Significant improvement has been achieved in relation to overall compliance with administrative requirements of UP Act 09 in terms regular conduct of UP Monthly Meetings, establishing all 13 Standing Committee, conducting 2 Ward Shavas per year in 9 wards, putting Five year plans to use, carrying out Open budget meeting annually, and having a Citizen Charter. The Mid Term Evaluation observed that “UPGP has brought some positive changes in the overall governance of UP. The citizens have now better access to information and are more aware of the roles and responsibilities of UPs. All meetings including Ward Shava, Parishad and Standing Committee and other UP Committees are almost up to the standard set by UP Act 2009. Significant improvement has been observed in preparing the Annual Plan and Five Year Plan due to the capacity development training under UPGP, and the incentives created under Output 2”.

There has been major increase in citizen involvement, reflected in terms of active participation of poor and vulnerable female and male citizens in UPGP supported UPs as compared to control group. While the baseline survey indicates marginally higher participation of poor and vulnerable female and male citizens in UPGP supported UPs as compared to control group, the Mid Term Evaluation has reported that “Evidence show that UPs are on their way to become more transparent, accountable and responsive to the community needs along the targets of the project. The project interventions have made the UPs relatively more gender sensitive and responsive to the need of the poor and marginalized community segments and diversified investments to better target the MDG needs.” The latest results are being collected through the Interim Results Survey which will be completed in early 2015.

Pro-poor infrastructure and services, in relation to which the satisfaction of poor and vulnerable female and male citizens including locally relevant vulnerable groups with services delivered by UP is to be significantly higher in UPGP supported Unions. While the baseline survey indicated higher satisfaction of poor and vulnerable female and male citizens including locally relevant vulnerable groups in UPGP supported UPs as compared to control group, results from the perception survey completed in 2014, indicate that UPGP supported UPs continue to out-perform the control group. The Mid Term Evaluation has reported that “performance-based grant system, which has become important catalyst for the achievement of project objectives within local governance, pro-poor development planning, MDG service delivery, and increased own-source revenues (OSR) mobilization.”

The close partnership between the UPGP and UZGP, as envisaged in the design of the two projects, has been realized. In addition to sharing key staff, the two projects have worked together to (establish Women Development Forums at the Upazila level involving women representatives from Union Parishads. Twenty cases of co-financing local development, drawing on grants received by Upazila Parishads and Union Parishads reflect how such cooperation between the two projects is being translated into collaboration between local governments.

ii) Indicator Based Performance Assessment:

	<u>Achieved Indicator Targets</u>	<u>Reasons for Variance with Planned Target (if any)</u>	<u>Means of Verification</u>
Outcome 1³: Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs			
Indicator 1: Secondary legislation instruments (Rules & Regulations) required by UP Act 09 are operational Baseline (2012): 0 Planned End of Project Target: 12 (revised 9) Planned Target 2014: 5	5		Rules published by LGD
Indicator 2: Overall compliance with administrative requirements of UP Act 09 by project-supported UPs Baseline (2012): 33% (UP Meetings & Ward Shavas) Planned End of Project Target: 80% Planned Target 2014: 60%	59%		UPGP MIS
Indicator 3: % of women/men (which also include Dalits and Indigenous People) who have attended at least one participatory planning meeting (Ward Shava) Baseline (2012) : 8% Planned End of Project Target: 50% over baseline Planned Target 2014: (Next survey in 2014)	NA	Interim results survey initiated late in 2014; results will be available in early 2015	Data generated from surveys; next survey results expected in early 2015
Indicator 4: % citizens who have responded that they are very satisfied with service delivery by their UP Baseline (2012) : 6% Planned End of Project Target: 33% Planned Target 2014: 20%	60%		
Output 1: Strengthened Democratic Accountability and transparency of the Union Parishads through Citizen Engagement			
Indicator 1.1: % of Ward Shavas that transact business according to UP Act 09 (2 Ward Shavas in all 9 wards) Baseline (2012) : 33% Planned End of Project Target: 50% Planned Target 2014: 45%	59%		UPGP MIS

³ Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

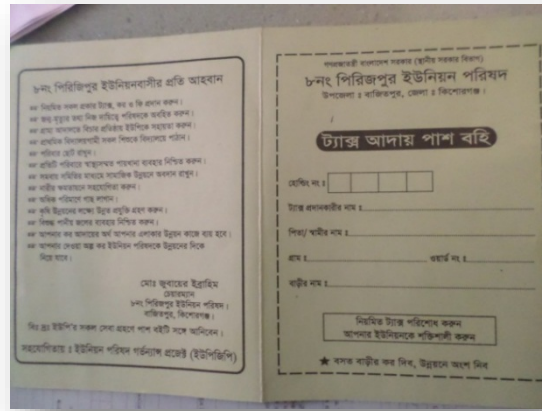
Indicator 1.2: % of target UPs with at least 6 key standing committee producing at least 2 monitoring reports per year Baseline (2012): 28% Planned End of Project Target: 50% Planned Target 2014: 40%	100 % (MTE 2014)		
Indicator 1.3: % targeted UPs which have at least 1 woman representative participating in officially registered Women Development Forum at the Upazila Level Baseline (2012) : 61% Planned End of Project Target: 100% Planned Target 2014: 85%	89%		UPGP MIS
Output 2: Strengthened innovations in Pro-Poor and MDG-Oriented Planning, Financing and Implementation of Service Delivery by Union Parishads			
Indicator 2.1: % of targeted UPs have completed comprehensive development plans responding to local MDG assessments that will have also identified needs of the locally relevant most vulnerable groups Baseline (2012) : 71% Planned End of Project Target: 90% Planned Target 2014:	NA	Interim results survey initiated late in 2014; results will be available in early 2015	Data generated from surveys; next survey results expected in early 2015
Indicator 2.2: Targeted UPs allocate % of block grant funds to projects explicitly identified as pro-poor (including those responding to vulnerable groups' needs) or MDG-responsive in plans Baseline (2012): 0 Planned End of Project Target: 70% Planned Target 2014: 45%	59%		UPGP Grant Allocation Report
Indicator 2.3: % of target UPs comply with 90% of accounting and record keeping requirements. Baseline (2012): 99% (Cash book) Planned End of Project Target: 100% Planned Target 2014: 100%	100%		
Indicator 2.4: % of increase, on average, of revenue collection in target UPs Baseline (2012): NA Planned End of Project Target: 90% Planned Target 2014: 20%	25%		UPGP MIS
Output 3: Strengthened technical capacity of Local Government Division			

<p>Indicator 3.1: Number of drafted legislative or regulatory instruments influenced by outcome of piloting activities Baseline (2012): 0 Planned End of Project Target: 2 Planned Target 2014: 0</p>	NA		
<p>Indicator 3.2: Existence of a National Framework for Local Government Capacity Development by the end of the project Baseline (2012) : None Planned End of Project Target: 1 Planned Target 2014: 0</p>	NA		
<p>Indicator 3.3: Implementation of functioning M&E and MIS system in the Monitoring, Investigation and Evaluation Wing of LGD Baseline (2012) : Project based MIS Planned End of Project Target: 1 functioning MIS covering 564 UPs Planned Target 2014: IT enabled MIS in 146 UPs</p>	146		UPGP MIS
<p>Indicator 3.4: Number of DLGs who have a sustainable system for monitoring and backstopping local governments by the end of the project Baseline (2012) : None Planned End of Project Target: 7 Planned Target 2014: 0</p>	NA		

iii) A Specific Story

Problem / Challenge faced: Union Parishads (UPs) are mandated to collect own source revenue by operational direction of government. As other UPs, Pirijpur Union Parishad, Bajitpur, Kishoreganj did not put much efforts to collect the tax from different sources accordingly though a vehement linkage is available between revenue and service delivery. This Union consists of 7950 households. It seems a significant amount of tax could be raised in this area. However, It observed, two main factors were behind this state of affairs. Firstly, Union Parishad representatives seem that this initiative can lose their popularity and influence negatively in the next election. Secondly, most of the representatives are not familiar with the rules and regulations to assess and collect taxes. It is quite difficult to take service oriented initiatives for people without money which is a significant barrier to operate other functions of UP. The main issues addressed were identification of such activities, establishing a mechanism to implement such support, and implement them in a time bound manner.

Programme Interventions: After inception of Union Parishad Governance Project (UPGP), the situation was taken into consideration duly by the project. Mr Jubaier Ibrahim, Chairman of the UP- a man of vision put his strong stand to change the scenario with the support of the project and had been taken few noteworthy initiatives in different layers of the Union like *Tax Fair, Miking, Awareness drama on tax payment, Rally, Discussion Session, Award for the best tax payer and Folk song* etc. Apart from these, the project provided two day long planning and management training for UP Chairmen, Secretaries, Members and Union Information Service Center Entrepreneurs specially focused on tax assessment and collection process, Two day long financial management training for key standing committee members of UP and organized awareness raising event on own source revenue that allowed them to initiate maximum tax collection from the community.



Tax Passbook printed by UPGP support

Tools were developed for collecting tax and steps taken identify tax payers at Ward Shava

Result: This multipronged approach has resulted in significant success in tax assessment and tax collection. The Union Parishad assessed 100 percent households and collected weighty amount within seven months compare to last two fiscal year. Besides this, a tax on profession, trade & commerce, artisan trade and land registration fees assessed and fixed in this year. For instance, the below table has shown the change at a glance

Types of Own Source Revenue	Collected amount	
	2013-14	July 14- Jan-15
Holding Tax	2,06,540	7,34,054
Trade License	96,200	54,300
Birth Registration	19,350	2,56,700

Hat Bazar	0	67,125
Total	3,22,090	11,12,179



Fish Selling Shed by UP

Few service oriented initiatives were taken like “*constructing Fish selling Shed*” by the UP after collecting the tax duly

“The intervention of UPGP helped this UP a lot to be self-dependent, We were not aware about our tax and source of fund. Now we can take service oriented initiatives for the pro poor of this community,” said Mr Jubaier Ibrahim, Chairman of the UP, his wrinkled face clearly brimming with joy after successful tax collection.

Lessons Learned: Important lessons have been drawn from the experience of this Union Parishad in

2014. Resources have been specifically allocated to local governments by engaging with communities to identify the backlog of tax collection and the initiatives to solve those would best serve them. The spotlight on this widespread shift in focus is widely disseminated and calibrated to give the approach the momentum it requires to become a mainstream practice among local governments, which will influence the use of local initiatives that are available to these local governments.

III. Other Assessments or Evaluations

The Mid Term Evaluation has been completed, and is being used for planning the 2015 activities. Management response to evaluation recommendations have been prepared and will be implemented with follow-up actions in 2015.

IV. Programmatic Revisions

No significant revision of the Programme strategy has taken place in 2014.

V. Resources

The project team consisting of the Project Manager, International Technical Adviser, M&E, MIS Officer, seven District Facilitators, seven Project Assistant, two project secretaries, one data keeper, ten drivers-cum messenger, two Finance and Admin Associate are in place. Some staff been appointed for Upazila Governance Project work part time for UPGP.