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**Consolidated Annual Report on Activities Implemented under the Joint
Programme
"Upazila Governance Project"**

**Report of the Administrative Agent
For the period of 1 January-31 December 2015**

**Multi -Partner Trust Fund Office
Bureau of Management
United Nations Development Programme
<http://mptf.undp.org>**

Participating organization



PARTICIPATING ORGANIZATIONS



United Nations Development Programme



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**UPAZILLA GOVERNANCE PROGRAMME (UZGP)
ANNUAL PROGRAMME NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2015**

<p style="text-align: center;">Programme Title & Project Number</p> <p>Programme Title: Upazila Governance Programme (UZGP) Programme Number: 00080199 MPTF Office Project Reference Number: 00081863</p>	<p style="text-align: center;">Country, Locality(s), Priority Area(s) / Strategic Results¹</p> <p><i>Country/Region</i> Bangladesh</p> <hr/> <p><i>Priority area/ strategic results:</i> Democratic Governance</p>										
<p style="text-align: center;">Participating Organization(s)</p> <p>United Nations Development Programme (UNDP) United Nations Capital Development Fund (UNCDF)</p>	<p style="text-align: center;">Implementing Partners</p> <p>Local Government Division, Ministry of Local Government, Rural Development and Co-operatives</p>										
<p style="text-align: center;">Joint Programme Cost (US\$)</p> <p>Total approved budget per project document \$19,312,916</p> <p>EU US\$ 10,138, 889 SDC US\$ 4,920, 000 UNDP US\$ 2,000,000 UNCDF US\$ 1,000,000</p> <p>Total Funded Budget US\$ 18,058,889 Unfunded Budget US\$ 1,254,027 (present unfunded is increased to US\$ 1,684,165) MPTF/ JP Contribution</p>	<p style="text-align: center;">Programme Duration</p>										
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%; padding: 5px;">By Agency (if applicable)</td> <td style="padding: 5px;"></td> </tr> <tr> <td style="padding: 5px;">Total installment received</td> <td style="padding: 5px;">UNDP : US\$ 3,750,836.42 UNCDF: US\$ 1,120,379.73 US\$ 4,871,216.15</td> </tr> </table>	By Agency (if applicable)		Total installment received	UNDP : US\$ 3,750,836.42 UNCDF: US\$ 1,120,379.73 US\$ 4,871,216.15	<table style="width: 100%;"> <tr> <td style="width: 60%;">Overall Duration (<i>months</i>)</td> <td style="text-align: right;">60 months</td> </tr> <tr> <td>Start Date² (<i>dd.mm.yyyy</i>)</td> <td style="text-align: right;">25 August, 2011</td> </tr> <tr> <td>Current End date³(<i>dd.mm.yyyy</i>)</td> <td style="text-align: right;">24 July, 2016</td> </tr> </table>	Overall Duration (<i>months</i>)	60 months	Start Date ² (<i>dd.mm.yyyy</i>)	25 August, 2011	Current End date ³ (<i>dd.mm.yyyy</i>)	24 July, 2016
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<p style="text-align: center;">Programme Assessment/Review/Mid-Term Eval.</p> <p>Assessment/Review - if applicable <i>please attach</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: <i>dd. mm.yyyy</i> Mid-Term Evaluation Report – <i>if applicable please attach</i> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>31 December, 2014</i></p>	<p style="text-align: center;">Report Submitted By</p> <ul style="list-style-type: none"> <input type="checkbox"/> Name: Pauline Tamesis <input type="checkbox"/> Title: Country Director <input type="checkbox"/> Participating Organization (Lead): UNDP and UNCDF <input type="checkbox"/> Email address: Pauline.tamesis@undp.org 										

List of Acronyms

AWM	Alternate Work Modality
ADP	Annual Development Plan
AWP	Annual Work Plan
BARD	Bangladesh Academy for Rural Development
BIDS	Bangladesh Institute of Development Studies
BIM	Bangladesh Institute of Management
B MDF	Bangladesh Municipality Development Fund
CBOs	Community-based Organizations
CSO	Civil Society Organizations
DC	Deputy Commissioner
DDLG	Deputy Director, Local Government
DFs	District Facilitators
DLG	Director, Local Government
DVFs	Divisional Facilitators
EU	European Union
FP	Focal Person
LG	Local Government
LGD	Local Government Division
LGIs	Local Government Institutions
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MI&E	Monitoring, Inspection and Evaluation
MIS	Management Information System
MLGRD&C	Ministry of Local Government, Rural Development and Cooperatives
NAPD	National Academy for Planning & Development
NEX	National Execution
NILG	National Institute of Local Government
NGOs	Non-government Organizations
NPD	National Project Director
PAG	Policy Advisory Group
PB	Project Board
PM	Project Manager
PMU	Project Management Unit
PSC	Project Steering Committee
RDA	Rural Development Academy
SDC	Swiss Agency for Development and Cooperation
SC	Standing Committee
ToR	Terms of Reference
UFF	Upazila Fiscal Facility
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNOs	Upazila Nirbahi Officers
UZGP	Upazila Governance Project
UP	Union Parishad
UPGP	Union Parishad Governance Project
UZP	Upazila Parishad
VC	Vice Chairman
WDF	Women Development Forum

EXECUTIVE SUMMARY

Upazila Governance Project (UZGP) aims to strengthen *Upazila Parishads* (UZPs) as an effective tier of local government through capacity building, policy support and ensuring participatory citizen engagement for local development, effective service delivery and attainment of the Millennium Development Goals (MDGs). UZGP supported Local Government Division (LGD) to equip the Upazila Parishad functionaries through different capacity building initiatives to effectively perform their mandated responsibilities. It is evident that Upazila Parishad's performance in engaging planning, budgeting, monitoring and implementation of development priorities and holding meetings, formation and functioning of committees, functioning of panel chair etc. has significantly improved Community participation in planning, budgeting, implementing development schemes and addressing social issues e.g. violence against women reveals increased institutional capacity of Upazila Parishads to deliver services. . Nevertheless, putting legal provisions of elected women's representation as members of Upazila Parishad into practice can be considered a significant achievement.

A recent performance assessment study carried out by the department of Public Administration of Dhaka University clearly depicts the increased performance of all 65 Upazilas in project areas. All Upazilas have obtained relatively higher scores compared to the previous year that indicates enhanced capacities, improved coordination and changes in mindset of UZP functionaries. A circular was issued by the Cabinet Division on 14th October, 2015 to transfer of salary budget to Upazila Parishad account which would enable more control over the transferred line department officials and strengthen the decentralization process. Citizen Perception Survey (CPS) 2015 reveals citizen's overall satisfaction on the overall performance of Upazila Parishad increased to 51.2%, which was only 12.9% during the baseline.

Strengthening the capacity of Upazila Parishad functionaries for effective functioning of the Upazila Parishad in compliance with the Upazila Act 2009, 2011 is the major focus of UZGP's capacity building intervention. At the end of the last tenure of Upazila Parishad, 70% of the UZPs were holding mandatory monthly meeting as compared to 30% of UZP in 2012. Despite new leadership, 99% of UZPs in project areas are now regularly holding their monthly meeting compared to 88% in control areas. UZP chair, Vice Chairs and members are more actively involved in UZP affairs. To maintain and sustain the institutional practices for effective functioning of UZP, the project has taken deliberate initiative to make UZP Committees more functional to improve democratic practices in managing Upazila Parishad affairs by arranging training on Rules and Functions of UZP committees for the Committee Chairs as well as for DDLGs and DLGs. UZGP's monitoring findings 2015 reveals at least 6 key committees are holding regular meetings in project areas e.g. 72% in project areas compared to 34% in control areas.

Local Government Division (LGD), having assistance from UZGP put forward 7 Rules to the Ministry of Law for vetting of which two Rules are already vetted and remaining are under review process. LGD issued a circular that directed the UZPs to allocate 3% Annual Development Plan (ADP) allocation for WDF. In addition, the circular also mentioned that 25% schemes will led by women representative that paved the way for reducing gender disparity and empowerment of women thorough implementation of appropriate development schemes. UZGP's monitoring data confirms that all 65 WDF in project areas have already ensured the 3% ADP allocation and submitted proposals to the concern Parishad.

The project delivery was mostly on track despite challenging political situation in the beginning of the year. Some capacity building activities had to defer as UNOs could not be released from their workstation due to the Municipality election and public examinations. In 2015, UZGP's financial delivery was 86%.

I. Purpose

The overall objective of the UZGP 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 sub-national levels are able to more effectively carry out their mandates, including delivery of public services, in a more accountable, transparent, and inclusive manner”.

The project through its capacity building and technical policy support extended its outreach to 487 UZPs⁴; whereas the Upazila Fiscal Facility (UFF) is targeted for intensive support to 14 *Upazilas* of seven districts from seven divisions with performance based block grants. The three key output level results envisaged to be achieved by UZGP are:

- Output 1: Strengthened Upazila Parishads as more functional, transparent and accountable institutions.
- Output 2: Strengthened Planning and Budgetary system at UZP with MDG orientation and pro-poor service delivery mechanism
- Output 3: Strengthened national capacity for effective policy review, monitoring, lesson learning and capacity development of local government institutions (LGIs) for improved Local Governance.

II. Results

Outcomes: Upazila Parishads in general are now holding regular meeting, making standing committees more functional and better able to plan and budget for development activities engaging community at large that demonstrates democratic functioning of Upazila Parishad with wider transparency and accountability. The training programs have considerably developed the level of confidence and functional skills of the UZP functionaries, especially female Vice Chairs, who become more active in decision making of the Upazila Parishad, supported by the emerging expanding role of the WDFs. Through training and workshops, UZGP appears to have been able to infuse some democratic values among the transferred LD officials and they are gradually accepting the authority of the political executives. It is evident that the coordination among the elected representatives and the officials has improved that reveals changing of attitude and mindset. This change of mindset paved the way of better accountability and induced a new (emerging) democratic culture at the local level, which practice is gradually increased in the UZPs level with the support from UZGP.

Upazila Parishads, utilizing the UFF grants largely contributed in achieving the MDGs by undertaking schemes for reducing poverty, improving education and health services, enabling women’s empowerment as well as addressing the needs of marginalized and the disadvantaged section of people. LGD issued a circular that directed the UZPs to allocate 3% of Annual Development Plan (ADP) allocation for WDF. In addition, the circular also mentioned that 25% schemes will be led by women representative that paved the way for reducing gender disparity and empowerment of women thorough implementation of appropriate development schemes.

⁴ The number of UZPs have increased to 487 from 482 since project started. Project has included them in capacity building initiatives.

Planning and budgeting system of Upazila Parishads improved and almost 100% Upazilas are now submitting budget in time. It is evident that Upazila Parishads in project areas used to share the draft budget for public inputs by displaying budget in their notice board and also through uploading in the web-portal, which demonstrates wider transparency and accountability towards citizen. Citizen satisfaction on overall services of Upazila Parishad has increased. Recently conducted Citizen Perception Survey (CPS 2015) by BIDS shows 62.2% of the respondents of the project areas were satisfied (including highly satisfied) with the activities performed by UZP while it was only 33% in control areas.

2.2 Outputs: The key achievements against planned Results for the year 2015 were:

Table 1			
UPAZILA GOVERNANCE PROGRAMME OUTPUT WISE ACHIEVEMENTS			
Outcomes	2015 Targeted Results	Achievements in 2015	Evidence/ Data Source
1. Strengthened Upazila Parishads as functional, democratic, transparent and accountable institutions	Institutional capacity increased in managing Upazila Parishad business <i>Target: Nationwide</i>	<ul style="list-style-type: none"> ▪ 794 participants i.e. male 398 and female 396 have received 2 days training on Rules and Functions of UZP Committee. Participants were UZPs Vice-Chair along with DLGs and DDLGs. ▪ Total 3112 i.e. male 2587 and 525 female of UZPs committee members have received Day-long orientation on 'Roles and Responsibilities in making Committees Functional. • Total 42212 participants i.e. 33584 male and 8628 female participants attended in 4 thematic workshops in the reporting period at 65 UZPs. ▪ A total of 677 participants i.e. male 614 and female 63 have received 2 Days training on Planning, Budgeting and local Resources Mobilization. ▪ 2384 participants i.e. male 1892 and female 492 have received 3 Days specialized training on Finance Management Audit and PPR. ▪ 100% UZPs in project area conduct monthly meeting of 	<ul style="list-style-type: none"> ▪ Annual report from DF DF and DVF ▪ Training schedule ▪ Training reports from 5 national institutes ▪ Minutes of Upazila Parishad & Committee meeting ▪ Notification of UZP Committee formation ▪ List of additional material / curriculum added by project ▪ M&E reports by field staff

		<p>UZPs regularly while it is 88% in control UZPs</p> <ul style="list-style-type: none"> ▪ 72% UZPs in project areas and 34% in control areas are holding regular bi-monthly meeting of 6 key committees. • A total of 223 participants i.e. male 210 and female 13 have received 2 Days training on Office Management, Filing and Documentation. • Nationwide peer exchange visit completed within 6 Divisions. A total 196 team members took part in the exchange visit. The team consist of DLG,DDLG, UNO, UZP Chair, Vice Chair, DF, DVF and some other officials. • Total 2,733 participants attended in the WDF formation workshop at 95 Upazila and 41 Targeted District under 7 Divisions. • 212 Govt. officials have received ToT on capacity building of WDF. • Total 6146 WDFs members received training at Upazila level. 5WDF regional conferences completed in five Divisions where a total of 1105 women representative participated. 130 schools in 65 UZPs organized awareness campaign against early marriage and sexual harassment where 84470 participants i.e. 37900 male and 46570 female attended. 	
2. Strengthened Planning and Budgeting system at UZP with	Upazila Parishads improved delivery of services to the poor,	<ul style="list-style-type: none"> • 14 UZPs received BDT 70 m as UFF grants. • 150 schemes implemented where 90% schemes were 	<ul style="list-style-type: none"> - Performance Assessment report - UFF grants disbursement

MDG orientation and pro-poor service delivery	disadvantaged and the marginalized groups focusing on MDGs <i>Target:</i> ✓ open sessions on plan & budget:54 UZPs ✓ UFF grants: 14 UZPs	MDG focused. • 3,80,355 direct beneficiaries (M= 1,79,087, F= 2,01,268) received benefit from 150 schemes implemented in 14 UZPs. • 54 UZPs have developed their plan book of which 22 already published, remaining under publication process.	report - UFF schemes detail & approval - 150 schemes list by UZPs - Printed plan & budget book - Program Photographs
3. Strengthened technical capacity of Local Government Division for effective policy review, monitoring, lesson leaning and capacity development of LGIs for improved Local Governance	Policy Research to strengthen policy development on Local Government for structural institutionalization of LGIs contributing to prospective reform <i>Target:</i> <i>Nationwide</i>	• 7 rules and a regulation of UZP reviewed by LGD and sent to law ministry for vetting. Vetting completed for 2 Rules and remaining is under process. ▪ 5 policy brief drafted ▪ Citizen Perception Survey Completed.	- Seven Rules and One Regulations of Upazila Parishad - 5 policy research - Citizen perception Survey draft report 2015

Sources of data: Monitoring and Evaluation report 2015

Output 1: Strengthened Upazila Parishads as more functional, transparent and accountable

Strengthening the capacity of Upazila Parishad functionaries for effective functioning of the Upazila Parishad in compliance with the Upazila Act is the major focus of UZGP's capacity building intervention. At the end of the last tenure of Upazila Parishad 70% of the UZPs were holding mandatory monthly meeting as compared to 30% of UZP in 2012. Despite new leadership, 99% of UZPs in project areas are now regularly holding their monthly meeting compared to 88% in control areas. UZP chair, Vice Chairs and members are more actively involved in UZP affairs.

Training Provided to Upazila Parishad Functionaries

Training title	Participants				Total		
	Chair	Vice Chairs	GoB Officials	UP Chairs	Male	Female	Total
Training on Activation of UZP committee for UZP Vice Chairs, DLG and DDLGs		751	43		398	396	794
Training on UZP Planning, Budgeting and resource mobilization	57	115	73	432	615	62	677
Training on office management filing and documentation for Upazila			223		210	13	223

Training title	Participants				Total		
	Chair	Vice Chairs	GoB Officials	UP Chairs	Male	Female	Total
Three days specialized training on finance, Audit, PPR to 487 UZP (UNO, PIO, Eng, Chairman and 2 Vice Chairs)...(ongoing at BIM) (info provided 70 batches)	396	816	1172		1892	492	2384
WDF TOT					81	99	180
5 Days Leadership Training for WDF President and Secretary						271	271
Total	453	1682	1511	432	3196	1333	4529

To maintain and sustain the institutional practices for effective functioning of UZP, the project has taken deliberate initiative to make UZP Committees more functional to improve democratic practices in managing Upazila Parishad affairs by arranging training on Rules and Functions of UZP committees for the Committee Chairs as well as for DDLGs and DLGs. A total of 794 Vice Chair, DDLGs and DLGs took part in the training. In addition, one day orientation was organized in 65 UZPs for all the members of respective committees to improve their understanding and persuading their active participation in committee meetings in order to make all committees functional. A total of 3112 i.e. male 2587 and female 525 members of UZP committees took part in the orientation. As a result, UZP key committees are becoming functional. UZGP's monitoring report reveals at least 6 key committees are holding regular meetings in project areas e.g. 72% in project areas compared to 34% in control areas.

According to the CPS 2015, 62.2% of the respondents of the project areas were satisfied (including highly satisfied) with the activities performed by UZP while in control areas it was only 33%, which reveals improved service delivery. Targeted Upazilas have made their service provisions available to citizens through installing citizen charter at the UZP premises and/or other public places. Transparency of UZP activities in the UZGP project area has been demonstrated by sharing information on UZP's development initiatives through web portal.

Comparison of Baseline and Citizen Perception Survey :

Key area of the survey	Baseline, 2012		CPS, 2014		CPS, 2015	
	Project	Control	Project	Control	Project	Control
Citizen's opinion that they know the functions of UZP	33.2	32.6	77.5	73.3	35.8	19.2
Sought information from UZP	3.96	5.90			26.3	15.3
Knowledge about Parishad's Meeting, UZP	-	-	29.3	22.8	21.7	12.8
Having idea about Schemes' selection	0.9	1.43	10.6	8.7	53.5	48.8
Aware about Annual Development Plan of UZP	10.11	12.89	19.6	13.9	20.8	12.3
Aware about Annual Budget	0.0	0.0	19.3	13.2	26.8	10.8

Key area of the survey	Baseline, 2012		CPS, 2014		CPS, 2015	
	Project	Control	Project	Control	Project	Control
of UZP						
Good coordination between Chairman and UNO	21.62	21.79	63.0	50.6	31.7	30.0
Citizens' Satisfaction on overall performance of UZP	12.9	15.15	49.7	26.7	51.2	29.8

UZGP, through BIM organized a three day long training on Financial Management, Audit and Public Procurement Rules for the elected representatives and key government officials including the UNO, Upazila Engineer and Project Implementation Officer (PIO) to improve their understanding on financial management, audit and procurement issues for improved financial discipline. A total of 2384 participants from 487 UZPs attended in the training of which 492 were women. It has been observed that UZPs are now better able to prepare budget complying with the Upazila Parishad Act and more confident in dealing with the procurement process. UZGP monitoring reveals 70% women representatives are now participating in the tendering process, which demonstrates increased individual capacity and confidence in managing UZP business.

The project has organized two days training on 'Office Management, Filing and Documentation' for the office staff (Computer Operator, Office Assistant, Office Secretary Confidential Assistant) of 65 UZPs. A total of 223 participants i.e. male 210 and female 13 received 2 days training at BIM. Furthermore, UZGP facilitated two days orientation for the officials of LGD MIE Wing on M&E system, M&E tools and web MIS system. UZGP also has arranged a demonstration on the MIS to 12 govt. officials of LGD. In addition, project has organized two days training for UZP staff (Computer Operator, Office Assistant, Office Secretary Confidential Assistant) on web MIS at district level where 265 participants attended in the training from 65 UZPs. As a result in-house capacity of UZPs in project areas have improved that paved the way of quick uploading of data in the system.

To ensure accountability of Upazila Parishad through the dissemination of information to the larger public UZPs have organized open sessions on Plans & Budget at UZPs level with the support from the Project. A total of 54 UZPs prepared their plan book while 22 have already published it and remaining are in the press for publication. Community people and representatives of NGOs and CSOs expressed their satisfaction and reiterate their commitment to support UZPs in implementing development schemes as well as raising social awareness for improved community participation in LGIs activities. Community people urged UZPs to allocate more resources for education, health, poverty reduction and promoting agriculture related services.

The project continued to develop and distribute IEC and visibility materials including Pen, Folder, Note book (small and medium), and Annual Dairy 2016 to the stakeholders. In addition project has initiated to publish project annual report for 2015. Three TV commercial on UZP functions are ready and placed before LGD for getting clearance to on air in different channels.

UZGP supported the formation of Women Development Forum in 96 Upazilas and 41 districts during the reporting period and mobilized elected women representatives of Union Parishads and

Municipalities in a platform to build their capacity as LGI representatives and to raise their voice to address gender disparity through gender responsive planning and budgeting. In addition, training support provided to 6146 number of women representatives, extended necessary guidance and financial assistance for holding regular meetings of the Executive Committee of WDF in Upazila and district level to share their experiences and strategize action against violence against women and actively participating in planning, budgeting and implementation of development intervention at every level of LGIs. A total of 240 WDF is now registered under the Directorate of Women's Affairs of which 213 got registration in 2015. WDF leaders are networking with many local organizations to address violence against women and enabling income generating opportunities for the poor women. UZGP's monitoring report and field visit reports depict WDF as an emerging platform of increased political participation of women at local level that enabled benefit for disadvantaged women by undertaking relevant schemes from UP and UZPs.

Output 2: Strengthened Planning and Budgeting system at UZP with MDG orientation and pro-poor service delivery mechanism

Project has initiated two-days training to UZP members on 'Planning, Budgeting and Local Resource Mobilizations' in 7 districts for 65 UZPs. A total 612 participants i.e. male 558 and female 54 have received the training. UZP Chair, Vice Chair UZP Engineer and UP Chair took part in the training. Despite challenges of adequate resources to implement the plan, it would support UZPs to explore for funding opportunities to implement the plan developed through participatory manner. To facilitate an inclusive and participatory development approach, it is now mandatory for all UZPs to prepare annual development plans and five years plans. The survey reveals that only 20.8% of the respondent in the project area and 12.3% of the respondent in the control areas admitted that they knew about the annual plan of Upazila Parishad (CPS 2015).

Upazila Parishad engaged community people for preparing their plan and budget as well as identifying the development priorities. As a result 54 UZPs have developed their five-year plan in a participatory manner with UZGP's facilitation. In addition, 100% UZPs submitted their budget to LGD in time in subsequent fiscal years, which was only 4% before UZGP's intervention. It has revealed that UZPs those have received Upazila Fiscal Facility Grants (Performance Based Grants) implemented 15% of their development schemes targeting the marginalized groups i.e. persons with disabilities, religious and ethnic minorities and 10% of their total investment were spent for addressing the needs of these disadvantaged groups. It also enabled Upazila Parishad to focus on MDG based service delivery and a significant increase (62% to 90%) shown in addressing MDG off-tracked issues, thereby contributing in achieving MDGs. A total of 380355 (Male 179087 and female 201268) direct beneficiaries were benefited from different schemes implemented, of which over 53% are women.

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.

UZGP supported LGD in drafting Seven Rules and one Regulations of Upazila Parishad, which are reviewed by the LGD and sent to Law ministry for vetting in September 2015. Ministry of Law completed vetting of 2 Rules and remaining is under process. It is expected that vetting would be completed within April 2016.

Project initiated two days orientation for MIE wing govt. officials of LGD on M&E system, M&E tools and web MIS system. A total 12 govt. officials were given demonstration on the system. In addition, the project has organized two day training on web MIS for the Upazila Parishad staff (Computer Operator, Office Assistant, Office Secretary Confidential Assistant) of 65 UZPs. A total 265 participants attended in the training. Participants of these training were exposed to the practical demonstration of UZPs web MIS to learn how they can download and upload information to the web MIS e.g. information of UZP monthly meeting and committee meetings including the meeting notice, meeting resolution and Government Order.

UZGP, in collaboration with UPGP is currently supporting LGD in developing a National Capacity Building Framework for LGIs based on the learning of its capacity building intervention. In addition, five Policy Briefs were drafted based on the findings of the policy studies conducted last year, which are placed to the Policy Advisory Group (PAG) for review.

Delays in implementation, challenges, lessons learned & best practices:

Some activities could not be accomplished as planned due to contextual realities that include ensuring consultants on board in time; Municipality election in most of the Upazilas also affected the training schedule of UZP functionaries as well as field level activities that resulted in delaying of implementation of planned activities. Issuance of Rules for UZP is taking longer time for review and vetting.

Challenges includes frequent transfer and timely placement of full time DDLGs, suspension of elected functionaries especially the Upazila Parishad Chairmen and Vice Chairmen, lack coordination of line department officials, rivalry of LGI representatives with the honourable Member of Parliament (MP), late release of ADP allocation from LGD to Upazila, limited role of Vice Chairman in managing UZP business were some challenges that affect on smooth implementation of activities on the ground. However, initiatives were taken to address most of the challenges through timely communication with LGD, organizing coordination and review meeting with the line department officials at district and division level, discussing in the Project Board and Project Steering Committee meeting. In addition, UZGP's risk apprehension and risk mitigation strategy worked better in overcoming most of the challenges.

UFF grants along with the simple guideline and backstopping support in planning worked better in addressing MDG based service delivery. Technical assistance backed with financial support and flexibility in investment choices increased outreach of services to the disadvantaged. Performance Assessment induced healthy competition among Upazilas that enhance overall performance of Upazila Parishad.

WDF's advocacy influenced UZP in selecting schemes that enabled women's leadership in decision making process thereby benefit more women. United strength of WDF expanded space for women representatives' active participation in LGIs that largely benefitted women. School based awareness raising campaign against early marriage and sexual harassment created space for wider engagement of community and created public opinion. School based campaign is best value for money that enabled wider outreach and confidence of children to take action against sexual harassment.

Divisional & District level coordination meeting with DDLGs, UNOs, key line department officials and representative of UZP Chairmen worked better in managing UZP affairs. Improved coordination

among the UZP functionaries improved management efficiency and service delivery. In addition, technical assistance backed by financial assistance induced UZPs to engage community participation in planning and budgeting process. Active citizen participation and quality inputs encouraged UZPs to uphold commitment of continuation such pre-budget consultation.

Qualitative assessment

UZGP's progress towards targeted achievements is on track and it is expected that most of the stated objectives and targets would be achieved by 2016. Institutional capacities of UZPs have improved in managing their business particularly plan, budget and democratic decision making process. Citizen engagement in planning, designing and implementation of development intervention enhanced community ownership in one hand and democratic accountability of Upazila Parishad towards its constituents on the other. UZGP's initiative ensured vetting of two Rules and five other Rules are under vetting process. Such legal instruments would further strengthen UZPs in managing its business.

UZGP conducted Action Research to understand the process and practices of UZP's planning and budgeting as well as the functioning of UZP committees. These two qualitative researches reveals UZPs in project areas are now engaging community people in planning and budgeting process and also finalize the selection of development schemes addressing community demand. UZP's are sharing their draft budget in their Notice Board, public places and in the local Press Club for public inputs prior to finalize their budget. In addition, UZPs are sharing their plan and budget through web-portal that reveals improved transparency and accountability.

Upazila Parishads in project areas are now enabling discussion and debate to address the community demand. It can be noted that some UZPs took special measures to ensure inclusion of the excluded people e.g. the persons with disabilities, *dalits* through undertaking development schemes. In addition, WDFs were supported by the UZPs to mobilize public opinion against early marriage. Such initiatives enhanced community engagement and ownership in one hand and also ensured community oversight on the other.

Upazila Parishads are now responding positively on women's issues, which reveal women's voices are heard in managing UZP business. WDF enabled opportunities for it's members to learn from each other and negotiate and bargain the issue of gender equity from resource allocation to implementation of development schemes at Upazila Parishad and Union Parishad level. Women members are gradually taking lead of development intervention as PIC chair and functioning of Upazila Committees. The project has contributed in improving MDG based service delivery in selected UZPs through UFF grants.

i. Indicator Based Performance Assessment:

	<u>Achieved</u> Indicator Targets	Reasons for Variance;	Source of Verification
<p>Outcome 1 Indicator 1.1 Legal and Regulatory Framework in Place: By end of project, 12 of 17 secondary legislation instruments required by UZP Act 09 are effective. Baseline: 7 Planned Target: 12-17 Indicator 1.2 Functional and Institutional Capacity Improved: By end of project, all UZPs have adopted internal rules and by-laws including an anti-corruption strategy and a Citizens' Charter Baseline: 0 Planned Target: 3 Indicator 1.3 Democratic Accountability: By end of project, citizen awareness of roles and responsibilities of UZP is significantly higher (95% confidence level) as compared with baseline. Baseline: 32.7 Planned Target: 50 Indicator 1.4 Pro-poor infra and services: By end of project, citizen satisfaction with services specifically targeted by Upazilas through pro-poor and MDG-responsive planning has significantly increased (95% confidence level) as compared with baseline. Baseline: 13.5 Planned Target:70</p>	<p>1.1. Seven Rules of UZP drafted and sent to law ministry for vetting. Vetting completion of two Rules and remaining are under process.</p> <p>1.2. One regulations of UZP completed and sent to law ministry for vetting</p> <p>1.3 Citizen awareness on roles and responsibilities of UZP improved. CPS reveals more than three-fourths (77.5%) of the respondents in project area and slightly lower 73.3% respondents in control areas are aware of it.</p> <p>1.4 Of the total respondents, more than 20.8% in the project area are aware of the five year plan of UZP compared to 12.3% respondents in control area. (CPS 2015).</p>		<ul style="list-style-type: none"> • Copies of Rules • One regulations documents • Citizen Perception Survey report 2015
<p>Output 1 Indicator 1.1 By the end of the project, women and men councilors in all UZPs assert their ability to participate in debate and influence decision making to a significantly greater degree (95% confidence level) than those in a control group.</p>	<p>1.1. 54% of UZPs meeting (women and men councillors) participants making debate and influence in decision making (project monitoring data)</p>		<ul style="list-style-type: none"> • Regular project monitoring report

	<u>Achieved</u> Indicator Targets	Reasons for Variance;	Source of Verification
<p>Baseline:37.48 Planned Target: 60</p> <p>Indicator 1.2 By the end of the project, all UZPs are compliant with 90% of the provisions of the Right to Information Act. Baseline:</p> <p>Planned Target:</p> <p>Indicator 1.3 By the end of the project, all UZPs have 6 key standing committees functioning. Baseline:26.19</p> <p>Planned Target: 50</p> <p>Indicator 1.4 By end of project, women UZP representatives and functionaries from all Upazilas participating in officially registered Women’s Development Fora at District level. Baseline:41.46</p> <p>Planned Target:200</p> <p>Indicator 1.5 By end of project, all UZPs have prepared a “Citizens Charter” incorporating arrangements for UZP-constituent relations Baseline: 90.47</p>	1.2 In 65 Pilot UZPs in 7 Districts, 65 Information Officer appointed by GOB & trained by project. A total 122 participants received training on Right to Information and Digital Vision Regarding the awareness on Citizen Charter, 30.8% of the respondents informed that they have seen the Citizen Charter at the UZP premises in project area while 17.5% in control area had seen it.		<ul style="list-style-type: none"> • Citizens Perceptions Survey 2015 • Government order,
	1.3 6 key standing committee of UZPs bi-monthly meeting held 72% of project areas and 34% of control areas in the reporting year (project monitoring report).		Project reporting Monitoring data
	1.4 96 UZPs have formed WDF at Upazila level under 41districts. A Total 2733 participants from different UZPs, UP and Paurashava attended in the WDF formation workshop. 240 WDF got registration at Upazila level.		<ul style="list-style-type: none"> • WDF report • workshop reports
	1.5 According to the survey 100% UZPs in the project area and 92.9% UZPs has displayed citizen charter in the UZP premises. Regarding the awareness on Citizen Charter, 23.4% of the respondents informed that they had seen the Citizen Charter at the UZP premises in project area while 14% in control area had seen it. (CPS 2015)		<ul style="list-style-type: none"> • Citizens Perceptions Survey 2015
<p>Output 2</p> <p>Indicator 2.1 A draft horizontal and vertical assignment of key development functions at Upazila level is agreed with GoB by project mid-term and is tested in 21 Upazila by end of project. Baseline:</p> <p>Planned Target:</p>			
	2.2. 133 UZP published plan book last year and 54 more have prepared their plan of which 22 already published and remaining will be published soon.		Printed UZPs plan and budget books

	<u>Achieved</u> Indicator Targets	Reasons for Variance;	Source of Verification
<p>Indicator 2.2 BY end of project, 14Upazila have each produced development plans responding to local MDG assessment</p> <p>Baseline:</p> <p>Planned Target:</p> <p>Indicator 2.3 In final year of project, at least 90% of performance-based grants are allocated to projects identified as MDG-responsive in annual development plans</p> <p>Baseline:</p> <p>Planned Target:</p>	<p>Out of the 150 schemes adopted, a total 135 (90%) schemes are directly MDG-focused. Out of 135 schemes 50 schemes are directly focused to MDG 1 which is contributing to eradicate extreme poverty and Hunger with creation of income generating activities, 40 schemes are direct focused on MDG 2 which is contributing to universal primary education, 9 schemes is directly focused on MDG 3 which is contributing to promote Gender equality and empowerment, 10 schemes are directly focused on MDG 4 which is contributing to Reduce child mortality, 10schemes are directly focused to MDG 5 which is contributing to improve maternal health, 1 direct focused on MDG 6 which is contributing to Malaria and other diseases and 14 schemes are directly focused on MDG 7, which is contributing to ensure environmental sustainability in local areas.</p>		<ul style="list-style-type: none"> • Schemes list • Fund disbursement document • Schemes report by UZPs • Schemes approval letter issued from LGD.
<p>Output 3</p> <p>Indicator 3.1 Policy Development: By the end of the project, at least 2 legislative or regulatory instruments influenced by outcome of piloting activities are drafted and approved.</p> <p>Baseline:</p> <p>Planned Target:</p> <p>Indicator 3.2 Capacity Building: By the end of the project, the Policy Advisory Group has prepared and the GoB has adopted a National Framework for Local Government Capacity Development</p> <p>Baseline:</p> <p>Planned Target:</p> <p>Indicator 3.3 Monitoring: By the end of the project, the Monitoring, Investigation and</p>	<p>3.1 5 policy researches has completed (1st draft) on (1) Local Government system in Bangladesh: Comparative perspective and practices: (2) Policy Research on Functional Assignment to Local Governments (Union Parishad and Upazila levels) in the delivery of health and education services: (3) Review of local government laws towards a uniform local government legislation: (4) Study on local government financing that includes fund flow system grant, taxation, accounting and audit practices: (5) Study on prospects of a Uniform tax schedule/ regime for LGIs of Bangladesh.</p>		<p>5 policy researches documents</p>
	<p>3.2 Consultation process ongoing in developing the National Capacity Building Framework for LGIs.</p> <p>- Policy Advisory group reformed by ensuring the representation of academics, civil society as members are now fully functional</p>		<p>Field staff reports Retreat Report</p>

	<u>Achieved</u> Indicator Targets	Reasons for Variance;	Source of Verification
<p>Evaluation Wing of LGD has a functioning MIS capturing key data on local government performance</p> <p>Baseline:</p> <p>Planned Target:</p> <p>Indicator 3.4 Lessons Learning: By the end of the project, LGD/training institutions (NILG, BARD, RDA) are capacitated to continue replication of best practices learned from project’s lessons</p> <p>Baseline:</p> <p>Planned Target:</p> <p>Indicator 3.5 Backstopping: By the end of the project, the DLG has a sustainable system for monitoring and backstopping local governments</p> <p>Baseline:</p> <p>Planned Target:</p>	3.3. Project M&E strategy and tools printed for UZPs monitoring; Govt officials are using the tool during UZP monitoring. UZPs monitoring tools are introduce in Web MIS, which is practicing in the 65 UZPs.		<ul style="list-style-type: none"> - Draft M& E strategy - Printed M&E tools - Web MIS
	3.4 Continued technical support to 5 training Institution of NILG, BARD, RDA BIM, and NPAPD.		Training manuals
	3.5 Continued Field staff backstopping for UNOs, DLG/DDLG and UZP members in support of understanding & adherence to UZP procedural requirements		Field staff reports

ii. Red Card Campaign Eliminates Early Marriage

A WDF-supported `Red card` campaign steered movement against early marriage in Satkhira district through raising awareness among mass people, school students, parents and local leaders. The campaign, being jointly implemented by Women Development Forum (WDF) chapter of Satkhira Sadar Upazila and local administration, is now playing a major role in preventing early marriages in the district. With the slogan “Education First, Red Card to Child Marriage”, the campaign has helped the Upazila Parishads and the district administration to mobilize the masses in addressing Violence Against Women (VAW) in general and preventing the child marriage, in particular.

“Child marriage is a life-destroying thing to a girl. We have to continue study and should not get marry before 18,” said Ambia Khatun, a ninth-grade student of Shakhara-Komorpur A G Secondary High School. “The campaign gives us the confidence to say ‘no’ to child marriage...now we are very much aware of the adverse affect of the child marriage and ready to stop the social menace,” she said, adding, “If parents try to marry off their underage child, we will definitely lodge complain to the local administration and will do our best to stop it.”



In a day-long campaign organized recently at Shakhara-Komorpur A G Secondary High School, more than 1000 students and parents took a vow to stop the social menace. “We will not marry off our sons or daughters before reaching 18. We can’t destroy their life,” said Aslam Mian, father of a fifth-grade student of the school.

The organizers installed billboards inscribed with messages against early marriage at different points of the Upazila Parishad and distributed cards among students for raising awareness against child marriage. The billboard and card contain information on adverse affect of the early marriage, its legal provision and hot line to seek the help. Seeing the impact of the campaign and already got inspired, the WDFs in other UZPs have already taken initiatives to introduce the model programme in their respective areas.

III Other Assessments or Evaluations

Impact Assessment of the Training on the Right to Information (RTI) & Developing Capacity building plan to Implement RTI Act 2009 has been completed in 2015.

IV. Programmatic Revisions

No significant revision of the Programme strategy has taken place in 2015.

V. Resources

The project team consisting of the Project Manager, M&E officer, MIS Officer, seven Divisional and seven District Facilitators, seven Project Assistant, two project secretaries, one data keeper, ten drivers-cum messenger, two Finance and Admin Associate are in place. Moreover, Operation Manager, Communication Officer, Project Coordination Officer, Women Empowerment Officer and Two Capacity Development Associates work for UZGP and also provide support to UPGP.