



EFFICIENT AND ACCOUNTABLE LOCAL GOVERNANCE (EALG) PROJECT

ANNUAL PROGRESS REPORT
PERIOD: JANUARY – DECEMBER 2020



যারা জেবা দান করায়

পরিবার কল্যাণ পরিদর্শিকা

প্রতি মাসে ১ দিন।

সিটে: মেডিকেল অফিসার

কল অফিসার

মাসে ১ দিন

Red Cross +



Accountable Local Governance (EALG) Project



EMBASSY OF DENMARK





Published in 2021

Published by Efficient and Accountable Local Governance (EALG) Project

UNDP Bangladesh

NILG Bhaban, 29 Agargaon, Dhaka

Bangladesh

This publication is available online at www.bd.undp.org

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Efficient and Accountable Local Governance (EALG) Project; Annual Report 2020.

This publication is a formal publication of Efficient and Accountable Local Governance (EALG) project. The document has been produced with the financial assistance of the development partners of the EALG project i.e. the Swiss Agency for Development and Cooperation (SDC) and the Danish International Development Agency (DANIDA).

LIST OF ACRONYMS

ACCO	Accountant Cum Computer Operator	PELG	Policy for Effective Local Governance
ADP	Annual Development Programme	PSC	Project Steering Committee
CBO	Community-Based Organization	SDC	Swiss Agency for Development and Cooperation
DANIDA	Danish International Development Agency	SDGs	Sustainable Development Goals
DDLG	Deputy Director, Local Government	SSN	Social Safety Net
DF	District Facilitator	ToR	Terms of Reference
DPHE	Department of Public Health Engineering	UDCC	Union Development and Coordination Committee
EALG	Efficient and Accountable Local Governance	UGDP	Upazila Governance and Development Project
GoB	Government of Bangladesh	UICDP	Upazila Integrated Capacity Development Project
GO-NGO	Government-Non-Government	UNDP	United Nations Development Programme
IGA	Income-Generating Activity	UNO	Upazila Nirbahi Officer
LG	Local Government	UP	Union Parishad
LGD	Local Government Division	UZDCC	Upazila Development and Coordination Committee
LGI	Local Government Institution	UZP	Upazila Parishad
LGSP	Local Governance Support Project	VAW	Violence Against Women
LoGIC	Local Governments Initiatives on Climate Change	WDF	Women Development Forum
M&E	Monitoring and Evaluation	WS	Ward Shava
NGO	Non-Government Organizations		
NILG	National Institute of Local Government		
NPD	National Project Director		



Honorable Minister, MoLGRD&C's Message



I feel thrilled when I see Efficient and Accountable Local Governance (EALG) project has been very effective in contributing to the core mandates of Upazila Parishad (UZP) and Union Parishad (UP) especially in the areas of the institutions' legal obligations, democracy, and coordinated service delivery, and in improving transparency and accountability through the implementation of various effective interventions.

Democratic, coordinated, and corruption-free local development were some of the key thoughts of Bangabandhu Sheikh Mujibur Rahman for achieving a Sonar Bangla. Since independence to till now, whenever Awami League (AL) has formed government, given focus to these attributes in the center of development planning under the leadership of Prime Minister Sheikh Hasina, and has implemented accordingly. I am delighted to mention that the project (EALG) has been implementing with the project working UPs and UZPs to support them in being democratic, corruption-free, and coordinating with other development actors fostering service delivery for speedy local development and for achieving SDGs. If I consider the contemporary needs of the UPs and UZPs, I see EALG is contributing towards fulfilling the needs.

Despite many remarkable achievements, the project encourages me a lot when I see with support from EALG Project, a good proportion of project working UPs, and almost all project working UZPs have published their Annual Progress Reports and Five-year Plan Books that contributed to the UZPs and UPs to be transparent and accountable with improved governance.

I convey my special thanks to the Local Government Division (LGD) for steering the project, and the National Project Director (NPD) for their leadership, and the effort of Development Partners (DPs) UNDP, SDC, and DANIDA for their technical support and funding to run the project smoothly. This will also be worthwhile to mention the outstanding contribution of this project in the COVID 19 response, particularly in 2020. In LGD, this project was one of the very first projects to stand at the side of the UP and UZP functionaries and the citizen in the Unions with COVID 19 health safety messages and preventive materials.

I am looking forward to seeing a successful 2021.

Joy Bangla, Joy Bangabandhu.

Bangladesh Chirojibi Hok.

Md. Tazul Islam, MP

Minister

Ministry of Local Government, Rural Development and Co-operatives

Senior Secretary, LGD's Message



The Efficient and Accountable Local Governance (EALG) project started its implementation since 2018 by the Local Government Division (LGD) with technical and financial support from the United Nations Development Programme (UNDP), the Swiss Agency for Development and Cooperation (SDC), and the Danish International Development Agency (DANIDA). EALG has been working with 251 Union Parishad (UP) and 18 Upazila Parishad (UZP) under nine districts of eight divisions to improve project working UPs' and UZPs' service delivery by ensuring better governance. Looking back to my engagements with EALG Project's various events including my participation in the Planning Workshop, Mid-term Review Meeting, and Project Steering Committee (PSC) Meetings, I am delighted to acknowledge that the project has achieved a good progress so far and has been performing very good towards its planned goal.

EALG has, despite ongoing interventions, managed to respond to the COVID-19 pandemic with various support programmes at the grassroots level in 2020. On the point of the project's core activities, the project has been found to be effective in regularizing the Ward Meetings, Open Budget Sessions, Coordination Meetings for Effective Service Delivery, Publication of Annual Reports and Five-Year Plans at the UPs and UZPs and piloting Public Hearings at the UPs. The project is also promoting female members participation and leadership in the UP and UZP development functions. All these supports are much needed towards improved governance of the UPs and UZPs. Meanwhile the project has been able to demonstrate many good practices at the ground. Taking learning from these good practices, the other non-project UPs and UZPs can replicate these practices in their institutions for achieving better governance.

Despite the challenge of COVID-19 pandemic in 2020, the progress and achievements made by EALG Project are praiseworthy. I appreciate again to the National Project Director (NPD) and the EALG Project Team for their sincere teamwork and dedicated effort towards achieving the project goal.

Helal Uddin Ahmed
Senior Secretary
Local Government Division



UNDP Resident Representative's Message



The Covid-19 pandemic has simply changed the world we see around us, affecting economies and livelihoods across the globe. The role of the government, civil society, and the international community have come to the forefront during these times to respond to this unprecedented multi-dimensional human crisis of which little is still known. As a trusted partner of the Government of Bangladesh (GoB), UNDP has been at the forefront taking prompt action from the day Bangladesh reported its first case. The impact of the COVID-19 pandemic has been most felt by the poor and marginalized communities in almost every way. UNDP has been supporting poor people living in vulnerable communities by providing food, cash, Covid prevention materials, and useful information on the one hand and on the other supporting Local Government Institutions (LGIs) for increasing awareness and helping ensure that their front liners are able to work without being unduly exposed to the virus. To that end,

EALG repurposed over USD 320,000 from its project funds and mobilized an additional USD 250,000 from UNDP to facilitate these initiatives and engage LGIs actors across 251 UPs and 18 UZPs in project areas across the country.

In 2020, the EALG project accelerated its support towards effective, transparent, accountable, and sustainable local governance through multiple initiatives. The project provided technical assistance and advisory support in producing five-year plan books for 16 UZPs and 45 UPs and annual progress reports of 18 UZPs and 30 UPs. These have guided planning processes as well as enhance accountability systems in service delivery. In addition, the amendment of the Revenue Fund Utilization Guideline of the UZP to allocate publication costs ensured the sustainability of the annual report publication of UZPs. Furthermore, the issuance of Office Orders to UPs and UZPs by LGD for updating their websites and making the updated information public promoted wider transparency and accountability for the UPs and UZPs. During this year, the Women Development Forums (WDFs) were supported and in turn they have been successful in take action to address 139 early marriages, 89 sexual harassment cases and 111 other types of violence in their locality.

This year, EALG has also started supporting Income Generating Activities (IGA) in Cox's Bazar, a much-needed initiative for the host communities who suffered from the Rohingya influx. The policy level interventions, collaboration with other relevant projects and the engagement of multi-stakeholders in the project have been an encouraging aspect of this intervention.

In the context of Covid-19 pandemic challenges, the achievements of the EALG project has been commendable and these have been possible with the collaborative response and trusted partnerships. I convey my sincere thanks to the Senior Secretary, LGD for his overall guidance to the project, and the National Project Director (NPD), EALG for his leadership in achieving these results, including effectively implementing the COVID 19 response. I also extend our sincere appreciation to our development partners DANIDA and SDC for their continued generous support to EALG.

Sudipto Mukerjee
Resident Representative
UNDP Bangladesh

National Project Director's Message



The Government of Bangladesh recognizes the need of democratic and responsive local government institutions with improved governance for providing better services to the citizen. The national targets of the Sustainable Development Goals (SDGs) are also hard to achieve without engaging the LGIs by localizing SDGs. Alongside the other conditions, keeping these two important conditions in mind, EALG project has been implementing with its targeted 251 UPs and 18 UZPs not only to produce planned results but also to demonstrate good practices towards improved governance for providing better services to the citizen.



As we all aware, the year 2020 was a challenging year due to COVID 19 pandemic. While many of the interventions of the project required mass-people participation, it was very difficult for the project to implement all these activities during the high trend of COVID 19 infection in 2020. So, many activities were not possible to perform on time. However, once the infection rate was found to go down, we started implementing the activities maintaining health safety protocols.

Finally, given the pandemic challenges, we have been able to achieve some good results. Although, this report communicated these results in its various chapters, I am delighted to highlight some of the results in the following points.

- The project has contributed to building the knowledge and skills of 148 Upazila functionaries from 16 project working UZPs on UZP Acts, Rules, and the Planning Process.
- Women and the vulnerable community in Ward Shava were more active in raising their voices during the year. Around 40 % women and vulnerable community people participate in the Ward Shava conducted in 2020.
- Throughout 2020, 2,932 schemes were taken by the UPs, of which 92.56% were proposed in the Ward Shava.
- 30 UP and 18 UZP wrote and published their Annual Report, and 45 UP and 16 UZP formulated and published their Five-Year Plan book.
- UNDP's technical assistance in introducing a Public Hearing to the Union Parishads (UPs) helped resolve many local issues and improve transparency and accountability among public representatives and citizens. In 2020, in 10 Public Hearing 136 issues raised of which 14 issues were solved immediately.
- The project has also supported LGD in amending the Revenue Fund Utilization Guideline of the UZP incorporating allocation to refreshment cost to the UZP meetings, and publication costs for annual reporting.
- Apart from regular activities, EALG facilitated various initiatives engaging the local government institutions to respond COVID 19 pandemic. Distribution of protective materials among the front-line public representatives increased their confidence in combatting coronavirus. The project also conducted various awareness-raising activities on COVID 19 health safety measures and prevention of VAW during the pandemic.

I would like to thank our development partners UNDP, DANIDA and SDC for their continuous support, and the Project Management Unit (PMU) for its efficient and timely action and support to me to achieve the results.

I hope we would have a successful 2021.

Mustakim Billah Faruqi

Additional Secretary (UP Branch)

Local Government Division and National Project Director (NPD)

Efficient and Accountable Local Governance (EALG) project



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Executive Summary

The Efficient and Accountable Local Governance (EALG) project has been managed and implemented by the Local Government Division (LGD) since 2018, with technical support from the United Nations Development Programme (UNDP). In addition, with the financial assistance of the Swiss Agency for Development and Cooperation (SDC) and Danish International Development Agency (DANIDA), EALG supports 251 low-performing Unions and 18 low-performing Upazilas in nine districts under eight Divisions of Bangladesh.

The year 2020 started with a wide range of potential and promise to strengthen the capacity of the targeted Local Governments Institutions (LGIs) and other stakeholders to foster participatory local development service delivery for the Sustainable Development Goals (SDGs). Lessons learned from the previous year and known best practices were to be replicated in the 2020 annual work plan, but the sudden appearance of the COVID-19 pandemic hampered the planned activities and forced the repurposing of activities to support local authorities in their COVID-19 response.

During 2020, Union Parishads (UPs) and Upazila Parishads (UZPs) developed their SDG-responsive five-year plan books (45 UPs and 16 UZPs) and annual progress reports (30 UPs and 18 UZPs), which enhanced their transparency and accountability to citizens regarding UPs' annual budgets, expenditure

and development interventions for their locality. EALG provided training to 148 Upazila functionaries on UZP acts, rules and planning process. The project also organized learning visits at Narail and Khulna with UZP and UP functionaries, Upazila Nirbahi Officers (UNOs), Deputy Director, Local Government (DDLG), and district facilitators (DFs) to observe and learn the innovations and good practices available under other UZPs and UPs.

EALG facilitated orange campaigns¹ in nine districts to promote gender equality and address violence against women at the local government institution (LGI) level. 72 bimonthly meetings of 18 Women Development Forums (WDFs) were held during the reporting period. WDFs addressed 139 early marriages, 89 sexual harassment, and 111 other types of violence in their locality. WDF mobilized a total of US\$50,880 from UZP's 3% ADP allocation in FY 2019-20 and distributed Bicycles, School bags among school-going girls. They also established breastfeeding corners, distributed sanitary napkins among adolescent girls; distributed masks among the women and low-income families to prevent COVID-19; distributed blanket and sewing machines among destitute women. EALG also facilitated three orientation workshops on performance indicators for UZPs and UPs for improving their performance in line with the indicators provided by the Local Governance Support Project (LGSP) and Upazila Governance and Development Project (UGDP).

¹ The 16 days between 25 November, the International Day for the Elimination of Violence against Women, and 10 December, Human Rights Day, are known as the 16 days of activism against Gender-Based Violence (Orange) Campaign, a time to galvanize action to end violence against women and girls around the world. The colour orange symbolizes a brighter future, free of violence.

In 2020, women and vulnerable members of the community were more active in raising their voices in 2,198 Ward Shava (WS). There were 2,932 schemes taken by the UPs, of which 92.56 percent were proposed by WS. EALG facilitated 18 periodic coordination meetings to promote increased coordination among UP line agency officials and UP representatives. UNDP's technical assistance in introducing public hearings to the UPs helped to resolve many local issues and improve transparency and accountability between public representatives and citizens. Training to newly joined 86 Accountant Cum Computer Operators (ACCO) helped them to learn about the basic financial management procedures of the UPs. EALG has facilitated a survey in developing a database for mapping the potential beneficiaries for various Government – Non-Government (GO-NGO) services at Cox's Bazar, to identify and enlist the eligible beneficiaries for the current safety net programs but are not covered by them.

With regard to COVID-19 issues, EALG has facilitated different initiatives engaging LGIs. Protective materials for COVID-19 response and personal protective equipment distribution among the 37,629 front-line public representatives reduced the possibility of infection and increased their confidence in combatting coronavirus. Through 'loud miking' (using an amplifying microphone), postering and a Facebook campaign, EALG has helped to sensitize 1,050,165 people to COVID-19, gender and human rights issues during 2020. To reduce the burden on UP staff members and representatives, EALG has supported 251 UPs with


temporary additional human resources to coordinate COVID-19 functions, leading to improved COVID-19 response, better documentation and improved transparency of UPs. In addition, 251 Union Focal Points informed 50,536 people on COVID-19 prevention mechanisms, and EALG provided financial and technical support to install 549 handwashing points in 251 intervention UPs to promote frequent handwashing and prevent the spread of COVID-19.

The Policy for Effective Local Governance (PELG) component of this project provides policy support to the Government of Bangladesh (GoB) for establishing effective local government irrespective of tiers. Two studies relevant to the indicator on UP taxation and fiscal decentralization have been completed. Policy papers have also been drafted and submitted for the assessment of LGD. The UP taxation and fiscal decentralization issues have been discussed in different project meetings. EALG is now in consultation with LGD to review the existing Model Tax Schedule of UP based on the study findings, and it is expected that these policy studies will contribute to the revision of the Model Tax Schedule of UP and increase the scope of local revenue mobilization. EALG also facilitated LGD to revise the Revenue Fund Utilization Guideline to allocate a refreshment cost and publication cost and to issue an Office Order to UP and UZP for updating their websites.




Introduction


Highlights of achieved results in 2020

- 


Publication of 16 UZP five-year plan books and 18 UZP annual progress reports promoted inclusive, effective and accountable planning and service delivery.

- 


Publication of 45 UP five-year plan books prioritized the resilience measures in the UP development plan.

- 


Publication of 30 UP annual progress reports showcased the democratic, transparent, accountable, responsive and pro-poor services provided by the UPs.

- 


Amendment of the Revenue Fund Utilization Guideline to allocate refreshment costs and publication costs encouraged participants to actively attend UZP-level meetings and ensured the sustainability of annual report publication.

- 


Issuance of an Office Order to UPs and UZPs by LGD for updating their websites promoted accountability by making public their updated information.

- 


Support with preventive materials and awareness-raising activities helped people to combat COVID-19 and built confidence among 251 UP and 18 UZP functionaries

- 


2,714 out of 2,932 schemes (approximately 93 percent) taken by the UPs were proposed from Ward Shava.

- 


WDFs mobilized a total of US\$50,880 from UZPs' 3 percent Annual Development Programme (ADP) allocation in the fiscal year 2019/2020 and addressed 139 early marriages, 89 sexual harassment matters and 111 other types of violence in their locality.

- 


Installation of SDG-responsive billboard at 11 UPs and two UZP premises of Cox's Bazar created high awareness on SDGs and illustrated SDG localization initiatives.

- 

A district-level coordination cell at Cox's Bazar ensured synergy among local government activities and coordination with the District Administration.

- 

Around 1,292 people took oath to prevent violence against women simultaneously in 18 Upazilas.

- 

EALG completed 32 studies on local government issues by 52 young researchers

Brief Description of Project

The Efficient and Accountable Local Governance (EALG) project is a combined initiative of the Government of Bangladesh (GoB) and development partners (SDC and DANIDA) to strengthen Bangladesh’s local governance system. The five-year project (2017–2022) is designed based on the successes and lessons learned from two previous UNDP-supported projects, the Union Parishad Governance Project and the Upazila Parishad Governance Project.

Overall Objective

The overall objective of EALG is to strengthen the capacities of local governments and other stakeholders to foster participatory local development service delivery for the SDGs (especially achieving the SDG goals and targets of 1, 1.3, 4, 5, 6, 11-b, 15 and 16.7).



Specific Objectives

- To strengthen the capacity of the Upazila Parishad for inclusive, effective, and accountable planning and improved service delivery
- To strengthen the capacity of the Union Parishads to provide pro-poor, participatory, effective, and accountable services
- To provide policy support to the Government of Bangladesh for strengthening UPs and UZPs with better coordination

Project Components

**Inclusive and Accountable
Upazila Parishad (IAUZP)**

**Sustainable and Democratic
Union Parishad (SDUP)**

**Policy for Effective Local
Governance (PELG)**

1. Inclusive and Accountable Upazila Parishad (IAUZP):

This component emphasizes strengthening the capacities of UZPs to improve service delivery and enables strengthening of the governance framework of UZPs for an inclusive, effective and accountable planning process. Moreover, it aims to improve the financial management of UZPs for funding absorption capacity and accountability, strengthen downward accountability of the UZP committees through effective and inclusive public engagement mechanisms and practices, and strengthen the ability of women UZP members to fulfil their roles and duties in council activities.

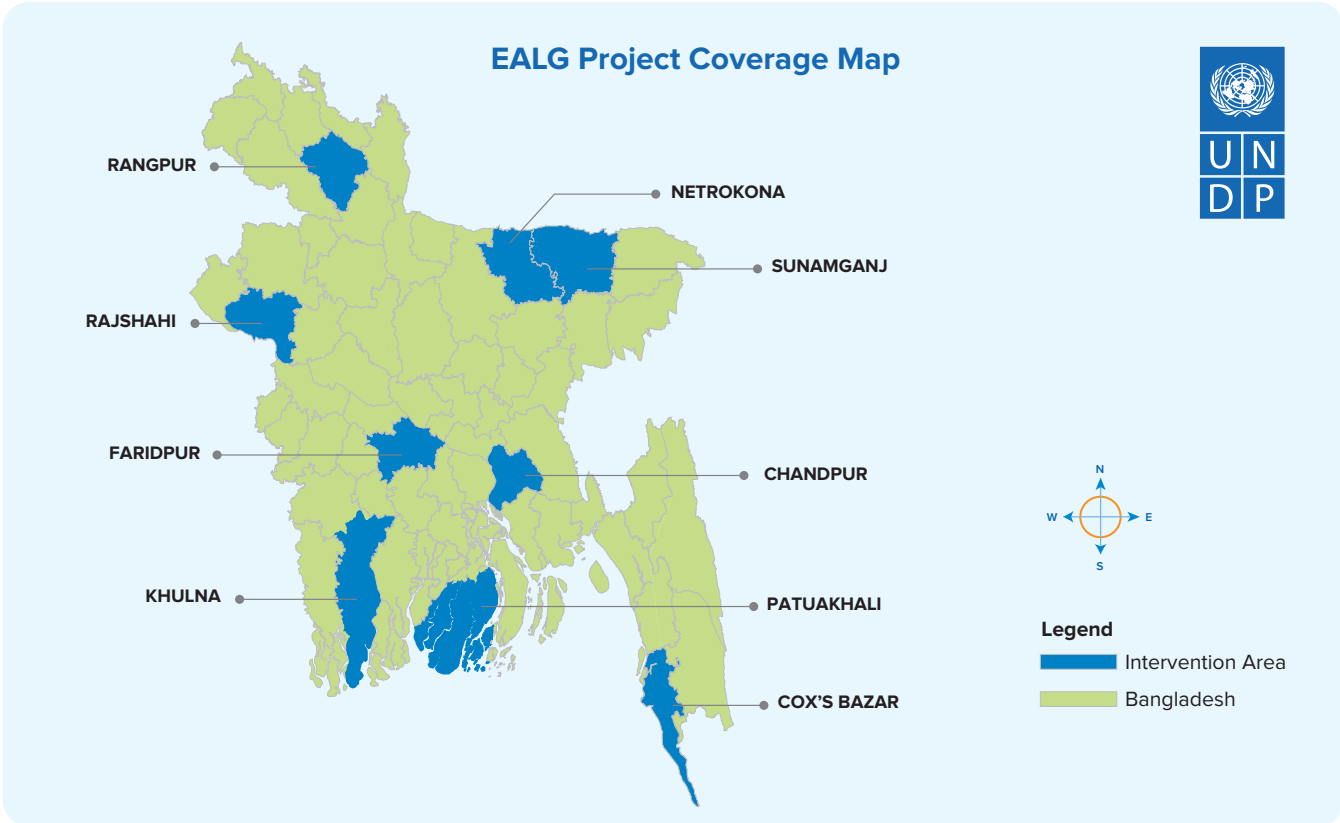
2. Sustainable and Democratic Union Parishad (SDUP):

This component focuses on enhancing capacities of UPs for participatory local development. It attempts to: i) strengthen the capacity of the UPs to provide pro-poor, effective and accountable services; ii) make the UPs more climate resilient through prioritizing resilience measures in the UP development plan; and iii) empower and institutionalize the space for poor and marginalized citizens, especially women, to be more actively engaged in the decision-making process of UPs.

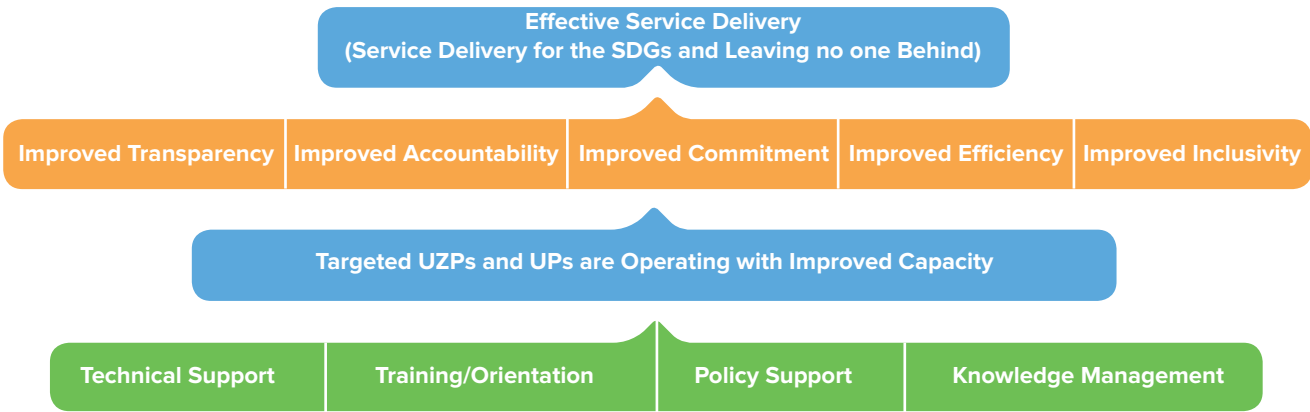
3: Policy for Effective Local Governance (PELG):

This component provides technical assistance to the LGD for developing policies that can improve the performance of local governments, and promote local governance through appropriate policy support and guidance based on the challenges and lessons learned working with local governments.





Intervention Logic





Output Progress Against Planned Activities

The year 2020 started with a wide range of potential and promise to strengthen the capacity of local governments and other stakeholders to foster participatory local development service delivery for the SDGs. Lessons learned from the previous year and known best practices were to be replicated in the 2020

annual work plan, but the sudden appearance of the COVID-19 pandemic hampered the planned activities and forced the repurposing of activities for COVID-19 prevention. However, with GoB and development partners' support, EALG has completed the year with some prodigious achievements.



Inclusive and Accountable Upazila Parishad (IAUZP)

IAUZP emphasizes strengthening the capacities of Upazila Parishad to improve service delivery. The key interventions in 2020 under the IAUZP component are described below.

Training to UZP Functionaries on UZP's Acts, Rules and Planning Process

The year started with the UZP functionaries training on UZP Acts, rules and planning process. 148 Upazila functionaries (newly elected representatives and line department officials) from 16 EALG intervention Upazilas participated in four training batches. EALG facilitated the training with nationally recognized resource people at the National Institute of Local Governance (NILG) to orient the participants on many matters, including the UZP Acts and rules, financial management, meeting arrangement procedures, writing of resolutions and notices, and SDG-responsive UZP annual and five-year planning. The participants included 28 women, who actively participated in the training and played a constructive role in understanding their role in UZP.

As a result of this training, the participants become familiar with the act and rules relevant to UZP and confident with its application in day-to-day UZP operation. In addition, the training participating UZPs have prepared and published its annual report and five-year plan book applying the learning and skills gained from the training.

After the training, the UZP has taken the initiative to prepare and publish its annual report and five-year plan book. Led by the UZP, a series of preparatory meetings was held with UZP functionaries, line department officials and citizens to generate ideas for and development of these publications. These meetings demonstrated citizen engagement and better coordination of line departments in preparing the plan books and reports. Finally, after many discussions with different stakeholders, 16 UZPs have published their SDG-responsive five-year plan book and 18 have published their annual report by December 2020. In addition, all the 18 WDFs are more functional after the training (in terms of regularity of meetings, more women being engaged, and an increased number of schemes for the empowerment of women). The result of having a functional WDF and empowerment of women is addressed later in this report.

Annual Coordination Workshop

To maximize the benefit of UZP's services to the citizen and efficient use of available resources, vertical and horizontal coordinated service delivery is essential. Intending to achieve it, EALG supports establishing effective vertical coordination among the district, Upazila, and Union by introducing the Annual Coordination Workshop.

Annual coordination workshops bring synergy at the district, Upazila and Union Parishad levels and inspire effective coordination among LGI functionaries, respective government officials, non-government organizations (NGOs) and community-based organizations, civil society, and media personnel. In 2020, EALG arranged eight district-level annual coordination workshops in which 594 people participated, including 69 (12 percent) women. Since its inception, EALG has facilitated 18 annual coordination workshops.

Workshop participants focus on coordinated planning among LGIs and review UP/UZP-level annual progress, best practices, learnings, challenges and potential mitigation measures. While sharing their respective LGI shortcomings, functionaries also share their best practices and take lessons from the discussion.

The district-level line department officers are present during the workshop and provide necessary guidance to the respective UZP-level officers (e.g. the process of coordinating service delivery, approaches to strengthening monitoring and field visits, and providing special attention to marginalized and disadvantaged people during service delivery). In Rajshahi, while sharing the orange campaign plan, the District Women Affairs Officer requested EALG to tag Rokeya Day's celebration along with the campaign. This decision indicates effective coordination among stakeholders and creates a harmony between Upazila and district celebrations of Rokeya Day and the orange campaign.





Publication of UZP Five-Year Plan Book and Annual Report

Discloser of information is vital to be a transparent and accountable institution. Intending to support UZPs to be transparent, EALG extended its support to UZPs through training, funding, and technical assistance to prepare and publish the Annual Report by which the UZPs disclosed their information. With this support from the project and by achieving increased capacity, 18 UZPs have published their first-ever yearly report in 2020. UZPs ensured the participation of local stakeholders in the report writing, which made the process inclusive. These reports disclosed the budget and expenses during the reporting tenure.

On the other hand, to address the real need of the citizen and to ensure efficient use of resources with better-coordinated service delivery and comply with the mandates, EALG this year supported its 16 working UZPs for preparing and publishing their five-year plan book. The five-year plan books helped the local government institutions incorporate the community needs for improved public service delivery (health, family planning, education, agriculture, fisheries, livestock, youth development, connecting roads) as part of the SDGs localization. Many of the UZPs also uploaded the five-year plan books and reports in their web portal. These efforts contributed to increasing the transparency and accountability of UZPs and improving UZPs' administrative capacities, particularly documentation skills. Given these results, the five-year plan directly or indirectly aligns to several SDGs: Goal 1 (no poverty), Goal 2 (zero hunger), Goal 3 (good health and well-being), Goal 4 (quality education), Goal 5 (gender equality), Goal 6 (clean water and sanitation), Goal 8 (decent work and economic growth), Goal 13



(climate action), Goal 14 (life below water), Goal 15 (life on land) and Goal 16 (peace and justice strong institutions). The plan also contributes to achieving the Eighth Five Year Plan of Bangladesh.



Learning Visit to UP, UZP and WDF Functionaries

As EALG intends to improve the capacity of its working LGs, the project integrates learning and best practices of other LGs in its working LGs. With that expectation, EALG organized three learning visits during the reporting period with UZP and UP functionaries, UNOs, DDLG, WDF members, and DFs. A total of 91 participants (53 male and 38 female) attended and observed the innovation and good practices available under other UZPs and UPs in Narail District. The participants gathered knowledge about the operating system of the digital Union Parishad, strategies for local resource mobilization, online services provided by UPs and UZPs, the digital library and meeting room and their benefits, a child corner, and a well-equipped health center. Encouraged by the visit to a model UP in Narail, the Chairman of Kopilmuni UP of Paikgacha in the Khulna District has formed a 13-member committee to follow up and ensure the fair distribution of social safety net (SSN) to the appropriate target beneficiaries.

The committee is working well and follows up the SSN distribution appropriately. Since the inception, EALG has organized eight learning visits.

Women Development Forum Bi-monthly Meeting

A Women Development Forum has been established by elected women representatives since the earlier projects Upazila Parishad Governance Project and Union Parishad Governance Project strengthened women's empowerment at the LGI level. EALG also supports the WDF in integrating gender issues in its institutional (UZP and UP) planning process. WDF is also aiming to increase women's participation in LGs' decision-making processes (Ward Shava, Open Budget Sessions, Public Hearings, etc). A total of 72 WDF bimonthly meetings were held during the reporting period. All executive members (9 or 11) of the WDF attended the meetings. The bimonthly meetings supported the design of gender-responsive schemes undertaken by WDF, the agenda to be transferred to



UZP's monthly meeting, the strategies to be applied to address violence against women (VAW), and planned schemes 3 percent ADP allocation, awareness-raising against VAW, etc. The achievements by the WDFs in 2020 were:

1. Eighteen WDFs addressed 139 early marriages, 89 sexual harassment matters and 111 other types of violence in their locality.
2. WDFs mobilized a total of US\$50,880 from UZPs' 3 percent ADP allocation in fiscal year 2019/2020 and implemented the following gender-responsive schemes for girls and poor women:
 - A bicycle was distributed among 50 school-going girls
 - Six breastfeeding corners established at UP level
 - School bags distributed among 150 school-going girls, sanitary napkins distributed among 100 adolescent girls, and BDT 50,000 distributed among ten school-going girls
 - 10,000 masks distributed among women and low-income families to combat COVID-19

- Blankets distributed among 50 poor women and sewing machines distributed among 277 destitute women.

Many WDFs did not get the 3 percent ADP allocation due to the misinterpretation of the ADP fund disbursement circular by the Upazila administration. As there were no elections for the current UZP functionaries, the women's provision for 25 percent development scheme proposals was not fully executed. As fund disbursement mostly depends on the decision of the local administration so, the Vice-Chairman's (woman) relationship with the administration is the critical factor for the 3 percent ADP allocation for the WDF.

Organize 16 Days Campaign

As a part of a global 16 days of activism against gender-based violence, EALG facilitated orange campaigns to promote gender equality and address VAW at the LGI level. A total of 356 men and 936 women from 18 Upazilas took part in 19 discussions, 13 rallies, three WDF meetings, a Joyeeta prize-giving ceremony, and mask distribution to prevent COVID-19. In 2020, the orange campaign's celebration was limited to fewer people, but the people were more involved than in previous years. In some locations, UNDP jointly organized discussions on children's and women's rights with the Upazila Women Affairs Office. Government officials, public representatives and young girls took an oath to combat VAW. They also committed to strengthening WDFs, spend 3 percent of ADP's budget for women, and prohibit gender-based violence in society. Since the inception of EALG, 4,061



people have participated and taken an oath against VAW. The chairmen and UNO of both the UZPs have committed to stopping VAW and early marriage as a highest priority.



Coordination Workshop with GO-NGO Service Delivery Agencies at Cox's Bazar

A half-day coordination workshop with GO and NGO service delivery agencies was organized by District Administration, Cox's Bazar, with the aim to strengthen coordination among these agencies. The Deputy Commissioner of Cox's Bazar, Mr. Md. Kamal Hossain, attended as chief guest while the Deputy Director of Local Government, Ms. Srabasti Roy, presided over the workshop.

Sixty participants (45 male and 15 female) attended the workshop. They also requested that UZPs, UPs and line agencies extend necessary support to NGOs so that poor and marginal people can be selected as beneficiaries, follow a transparent manner in service delivery, and share NGOs' activity plans to minimize overlap and duplication. Considering the recommendations, EALG has taken the initiative of mapping the appropriate tools to identify potential SSN beneficiaries and enlist participants who are latent but

have not been selected in four UPs of the Ukhiya and Teknaf Upazila under Cox's Bazar District.

Relevant local governance projects—EALG, LGSP, Activating Village Courts in Bangladesh and the Upazila Integrated Capacity Development Project (UICDP)—and UGDP also represented at the workshop. The Deputy Commissioner of Cox's Bazar formed a district-level coordination cell to ensure synergy among local government activities and coordination with the District Administration. The cell works as a knowledge-sharing platform and members inform each other regarding their area of work. Receiving information from the UICDP project (funded by Japan International Cooperation Agency) on developing a UZP five-year plan book, EALG skipped the publishing plan book for Ukhiya and Teknaf Upazilas.

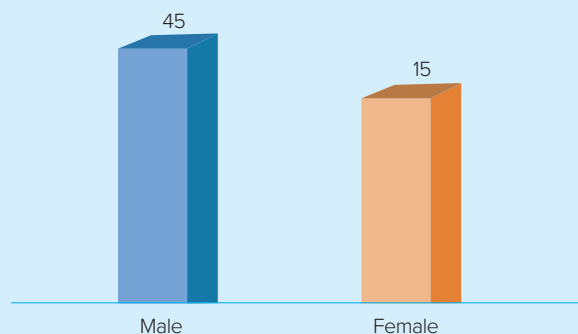
Workshops on Prioritizing Sector-Wise Development Needs

EALG organized two workshops on prioritizing sector-wise development (health, agriculture, education, fisheries, social service etc.) needs at Teknaf and Ukhiya Upazila under Cox's Bazar District. A wide range of participants (102 men and 15 women) attended, including UZP and UP functionaries, respective line department officials, representatives from UGDP, UICDP, LGSP, EALG, AVCP and community people. Following the guideline provided by EALG, the participants prepared a priority list of 102 development schemes under 12 broad areas (including poverty reduction, education and health). The timely implementation of Cox's Bazar programs is challenging since the UZP and other stakeholders are very busy with responding to Rohingya matters and other issues. Hence, EALG followed up the plans and persuaded the stakeholders to execute them. As a result, the UZPs took the priority list as a guide and incorporated the proposed schemes into their five-year plan book and annual report.

Support UZPs to Develop Effective Coordination Mechanism at Cox's Bazar

EALG arranged two workshops at Ukhiya and Teknaf Upazilas to develop an effective coordination mechanism among the UZP-level public representatives and line department officials. Sixty participants attended the workshops (45 male and 15 female). DDLG played a vital role in orienting the 17 line department officials who attended regarding their roles and responsibilities. With the leadership of the UZP, DDLG advocated for the formation of committees, on each of which two Vice-Chairmen are the president and respective line department members act as the member secretary. As a result, a total of 17 committees were established, including on education, women's affairs, health and family planning, agriculture, fisheries, social welfare, youth development, and cooperative societies). After each workshop, the committee members visited and guided some selected UP and UZP schemes, including education, SSN and agriculture. This guidance and monitoring helped the schemes improve their implementation.

Workshop on Effective Coordination Mechanism



Provide Income-Generating Training at Cox's Bazar

To provide the host community youth and women in Cox's Bazar with income-generating activity, EALG supported 110 local youth and women to receive IGA training and input under the District Administration's direct intervention. EALG hired some training institutes and provided training in motor driving with basic maintenance, dry fish processing, and handicraft training considering the local needs. The detail of the training is shown below.

Training type	Participants			# of batches	Training duration
	Male	Female	Total		
Motordriving	26	4	30	1	3 months
Dry fish processing	10	50	60	2	2 days
Handicraft	0	20	20	1	30 days
Total	36	74	110	4	

Although the employment status of participants is not yet known, the participants showed a high level of motivation and goodwill to work in the respective sector. The motor driving training institution has taken the necessary steps to arrange driving licences for the young learners. EALG has also shared the participant database with respective NGOs, development partners and government offices to prioritize opportunities for participants to obtain a job.



The dry fish processing training has developed confidence among the trainees, especially among the women who attended. While selecting the trainees, EALG collected a list of fisheries families from the fisheries officer and cross-checked them physically by asking their willingness to learn fish processing, given that they have previous experience handling fish and a desire to commercialize dry fish processing. The selection of fisheries families as trainees is also cost-effective because they do not need to buy fish from the market. It is noteworthy that, by tradition, women in Bangladesh are experts in cutting and processing fish. Being from a fisheries family, they have surplus fish after selling them in the market. In most cases, they either provide the surplus fish to their relatives, consume the fish themselves, or use a chemical for the long-term preservation of the fish. In

that case, EALG selected the women for the training to process and preserve the surplus fish hygienically and safely. The women trainees said that they would reassure their fisherman husbands that the unsold fish would not be wasted because they know the mechanism for dry fish processing.

After completing the IGA training and obtaining necessary input supports, it is hoped that the host community women and youth will enhance their socio-economic empowerment through income-generating activities.

SDG-Responsive Billboard Installation

SDG localization is one of the priorities of EALG that includes providing support to the UPs and UZPs in





localizing SDGs with consideration to their context. EALG's SDG localization support comprises a range of activities including training and awareness raising, integration of SDGs in five-year planning and installation of billboard for raising people's awareness and commitment to achieve SDGs.

In the previous year of the project, EALG organized a two-day training session for UP and UZP functionaries on SDG localization at Cox's Bazar, to create higher awareness through SDG-responsive billboard installation at UZP and UP premises. In 2020, EALG installed SDG-responsive billboards in 11 UP and two UZP premises in Cox's Bazar. Note that SDG billboard installation is not the only tool for SDG localization; other tools include the SDG-oriented scheme preparation, publication of five-year plan books and annual reports, and budget allocations.

Inception Orientation Workshop on EALG Project at Cox's Bazar

To inform and raise awareness of the EALG project to the relevant stakeholders, Cox's Bazar District Administration organized EALG inception orientation workshop on 27 August 2020 at Cox's Bazar. Mr. Helal Uddin Ahmed (Senior Secretary, Ministry of Local



Government, Rural Development and Cooperatives) was present as chief guest while Mr. Mustakim Billah Faruqui (Additional Secretary (UP), Local Government Division and National Project Director, EALG Project) was a special guest presenter at the workshop. Mr. Md. Kamal Uddin (Deputy Commissioner, Cox's Bazar) presided over the seminar. A total of 56 participants attended, including government officials, the Upazila Chairman, Upazila Nirbahi Officer, Upazila Vice-Chairman, UP Chairman, UP Secretary, relevant project staff, and representatives from NGOs, civil society, the media and the UN.

Orientation Workshops on Performance Indicators of UZPs

Every year, the UGDP project provides performance block grants to the UZPs whose performance is found to be qualified against some pre-selected indicators/criteria. To support EALG working UZPs to access the performance block grants, in 2020, EALG facilitated three orientation workshops on performance indicators for UZPs to improve their performance in line with the indicators provided by UGDP. Sixty-seven participants (60 male and seven female) attended. During each workshop, the performance indicators were discussed in detail (i.e., resource mobilization, financial management and fiduciary, ownership revenue collection, transparency and expression, organizational capacity, and planning and budget preparation capacity). In addition, DDLG instructed the local government functionaries on how to improve their performance by ensuring the necessary documentation/evidence is kept obtaining a high score. As a result, the overall performance of UZPs in

the EALG areas has improved, and five UZPs (Kaunia, Haimchar, Bhanga, Madhukhali, and Kalapara) out of 16 qualified for performance grants from UGDP in the fiscal year 2019/2020.



District-Level Six-Monthly Review Meeting with UZPs

In some cases, misunderstandings and mistrust between public representatives and government officials are prevalent at the Upazila level, which seriously affects coordination between these two key service providers. Therefore, to improve service delivery at the Upazila level, it is essential to strengthening the coordination between the UZP

functionaries and the line department officials at the Upazila level. Given the context, EALG facilitated a total of nine district-level review meetings in 2020, attended by district-level officers, Upazila line department officers, and UZP chairmen and vice-chairmen. During the meetings, a total audience of 598 (533 male and 65 female) reviewed the progress of departmental and project plan versus achievement for 2020. They identified bottlenecks in implementing the project and departmental activities (e.g. limited human resources in the line department, frequent transfer of officials involved in the project, and the vacant position of the DDLG) and recommended potential solutions to those problems (e.g. pursue respective ministries to fill the vacant position). The participants also discussed the challenges in enhancing the institutional capacity of UZPs and UPs. During the meetings, district-level officials agreed to cooperate with UZPs and UPs to ensure the project's better implementation. Since its inception, EALG has facilitated a total of 18 district-level review meetings.







Sustainable and Democratic Union Parishad (SDUP)

SDUP focuses on enhancing capacities of UPs for participatory local development. The main involvements in 2020 under the SDUP component are described below.



Orientation Workshops on Performance Indicators of UPs

Every year, the LGSP-III project provides performance block grants to the UPs whose performance is found to be qualified against some pre-selected indicators/criteria. To support EALG working UPs to access the performance block grants, in 2020, EALG facilitated three orientation workshops on performance indicators for UPs to improve their performance in line with the indicators provided by LGSP III. 67 participants (60 male and seven female) attended. During each workshop, the performance indicators were discussed in detail, and DDLG instructed the local government functionaries on how to improve their performance by ensuring the necessary documentation/evidence is kept obtaining a high score. The workshop also emphasized the importance of following the comprehensive guidelines on effectively organizing WS and public hearings. The overall performance of UPs in the EALG areas has improved, and 57 percent of UPs out of 251 qualified for performance grants from LGSP III in the fiscal year 2019/2020.

Preparation and Publication of UP Five-Year Plan Book and Annual Report

EALG provided financial and technical support to the Union and Upazila Parishads to publish their annual reports and five-year plan books. This intervention has produced encouraging results in ensuring transparency and accountability of Union Parishads and disseminating critical information about the LGIs to the broader audience. The UPs arranged a series of

preparatory meetings held with UP functionaries, line department officials and citizens to generate ideas for and publish the UP five-year plan book and annual report. In 2020, 45 UPs published their first SDG-responsive five-year plan book and 30 have published their Annual Reports. The five-year plan books helped the UPs incorporate the community's needs for improved public service delivery as part of SDG localization. These meetings demonstrated citizen engagement and better coordination of line departments in preparing the plan books and reports.

With EALG's support, 26 UPs (out of 93 climate-vulnerable UPs in the EALG intervention areas) have addressed and included climate vulnerability issues in their five-year plan. Project monitoring data show that 104 UPs have developed 251 schemes for addressing climate issues, with a total value of US\$366,069. This demonstrates the sensitivity of UPs towards climate adaptation and resilience issues, and it is expected that this good practice will have a spill over effect in the district and across the EALG project areas. Previously, none of the UPs in the EALG intervention area had their five-year development plan. Till December 2020, a total of 157 UPs have published their annual reports and ensured local stakeholders' participation in the report preparation, which made the process inclusive. Many of the UPs also uploaded the five-year plan books and reports to their web portal. The publication and dissemination of five-year plan book and annual reports enhanced transparency and accountability to citizens regarding UP annual budget and expenditure and development interventions in their locality.

Periodical Coordination Meeting with UPs at UZP Level

To improve UP and UZP level service delivery, it is essential to enhance coordination between the UP and UZP functionaries and the line department officials. The regular arrangement of periodic coordination meetings has supported strengthening the coordination. EALG facilitated 18 regular coordination meetings at the Upazila level to increase the coordination for development interventions among the transferred line department officials and UP representatives. 828 participants took part (604 male and 141 female). The participants shared UP-level progress and challenges, such as scheme implementation with a limited budget and the frequent transfer of the UP secretary. Through the meeting, the audience became well informed of the last six months' activities of line departments and UPs. They also analysed coordination gaps between line departments and LGIs, identified a way to reduce these gaps, and made a coordination plan for the next six months. The coordination gaps were: a) a Department of Public

Health Engineering (DPHE) tube well was installed but the UP was not informed about it; b) the Upazila Health and Family Planning Officer is the focal person for the community clinic and the respective UP member of that ward-level clinic is the chairperson, but due to lack of coordination and supervision their operations are disrupted). The participants also reviewed their functional roles and responsibilities. Some decisions and recommendations, such as an emphasis on results-based monitoring, have come from the two pilot Upazilas of EALG. This meeting promoted increased coordination among UP line agency officials and UP representatives.



Public Hearings

A public hearing is a social accountability tool that helps UPs to know people's problems and their comments, opinions about the potential solutions. This also explored UPs to learn people's feedback on their service delivery.

EALG's technical assistance in introducing public hearings to the UPs helped resolve many local issues and improved transparency and accountability among public representatives and citizens. Through 10 public hearing sessions arranged in 2020, citizens raised 136 cases, out of which 14 (10 percent) were resolved by the UPs immediately.



The cases included:

A public toilet was constructed in Baghat (UP) Bazar, Madhukhali, but had not been opened for public use. After raising the issue in a public hearing, the toilet has been opened for public use.

After being raised in a public hearing, a 100-metre road has been constructed in Mohonpur UP under Rajshahi to facilitate commuting to school for Indigenous children.

Drug addiction and business has been controlled in Mohonpur Adibashi Polli through the local administration. Gram Police remain on duty in the locality to stop this socially distressing problem.

A 200-metre road for 52 isolated families has been constructed, to connect the families with the main road under Parila UP, Rajshahi. Before the public hearing, these citizens were required to cross a canal on foot to access the main road.

The Robidash (cobbler) community of 150 families that lives at Vogiroth Masharri village under 1 No. Sarai UP, Kaunia, Rangpur, was neglected and did not have access to a local hotel/restaurant to eat meals with other customers. After raising the issue in a public hearing, the UP Chairman consulted with all hotel owners to arrange access for the community to eat meals like other citizens. Now the problem has been resolved and the cobbler community has the desired access.

Refresher Training on UP and UZP Website Updating

The LGIs' web portal directly links with local government websites, which require regular updating (uploading reports, scheme lists, UP functionaries list, etc.). EALG conducted an assessment in 2019 that showed that many UZPs and UPs involved in EALG intervention did not update their web portals. Hence,

EALG provided training on updating web portals to 251 UPs and 18 UZPs representatives in 2019 and 2020. After receiving the training, 149 UPs (59 percent) and 6 UZPs (33 percent) updated their website, while 251 UPs created Facebook pages for sharing information of services with citizens. Secretaries of project UPs became more capable of handling advanced ICT applications, including email communications and official Facebook pages, which improved both service

delivery efficiency (e.g. community people reflected their perceptions in the page) and the disclosure of UP activities. In 2020, EALG provided 20 batches of refresher training to 617 participants (551 male and 66 female).



Due to COVID-19, UPs could not organize open budget sessions. As an alternative, UPs were encouraged to upload their budget to the web portal to disclose information and citizen inputs publicly. In addition, EALG ensured that online technical guidance/advice was available to support UPs in submitting their budget and 100 percent of the UPs submitted their budget on time.

Develop a Database by Mapping Potential Social Safety Net Beneficiaries

EALG has taken the initiative to conduct a survey in developing a database to map potential beneficiaries for various GO-NGO services (safety net programs) at Cox's Bazar. The objective of the assignment is to identify and list the beneficiaries who are eligible for, but are not covered by, the current safety net programs in Teknaf and Ukhiya Upazilas of Cox's Bazar District, and to design necessary tools and methods for mapping the other options that are locally available for livelihood supports. The firm hiring process and inception meeting have been completed, and the study will start by early 2021. At the end of the study, the hired firm will deliver the following deliverables:

- List of eligible people for safety net programs, locally available safety net programs, and livelihood options, with tested tools and methodology used.
- A report on the existing gaps in targeting/listing of beneficiaries under different safety net programs, an excel database of potential beneficiaries, and tools for including beneficiaries eligible for safety net programs under four selected UPs.

Training to WDF members

UNDP, under its Upazila Governance Project and Union Parishad Governance Project established Women Development Forum (WDF) to empower women politically, which is further supported by EALG, resulting in WDF women members' improved access to participate in development debate in UZP activities and development scheme implementation under their leadership. Training in leadership and gender-responsive scheme designing has been provided to 20 WDF executive members at Netrokona. The immediate outputs of the training were to learn about the strategy for engaging community participation at WS, open budget sessions and public hearings at the LGI level. During the training, the strategy to address VAW at the local level was also discussed, receiving a commitment from the UZP Chairman and UNO to allocate 3 percent of ADP funds to WDF for designing and implementing gender-responsive schemes.



Orientation for Newly Elected UP Representatives

EALG has provided day-long orientation to newly elected UP representatives of Faridpur on the UP Acts, rules and member responsibilities. A total of 28 participants (22 male and six female) attended the training. These training sessions increased the understanding of UP representatives about the importance of activating standing committees.

The improved functionality of the UP is being reflected in enhanced skills in administrative documentation and more democratic decision-making. Now, most of the standing committee have resolutions in their meetings, which indicates that the UPs are more operational than before. The mid-term evaluation report shows that around 87 percent of UPs have operational standing committees. On average, three to seven decisions are taken in the standing committee meetings, out of which around three to six are implemented.

The UP members' contributions were found to be significant in allocating more resources to addressing the needs of vulnerable and marginalized people.

UP Operations and Financial Management Training for ACCOs

EALG facilitated four batches of ACCO training in Chandpur, Khulna, Rangpur and Rajshahi to orient the basic financial management procedures of the UP among the newly joined 86 ACCOs (76 male and ten female). Before the training, ACCOs did not follow terms of reference, which meant that the UP secretary

was required to complete accounts-related activities. Since the training, ACCOs have started to manage the accounts and update the LGSP management information system and UP web portal, which has reduced the workload of the UP secretary.



Orientation for Newly Deployed UP Secretaries

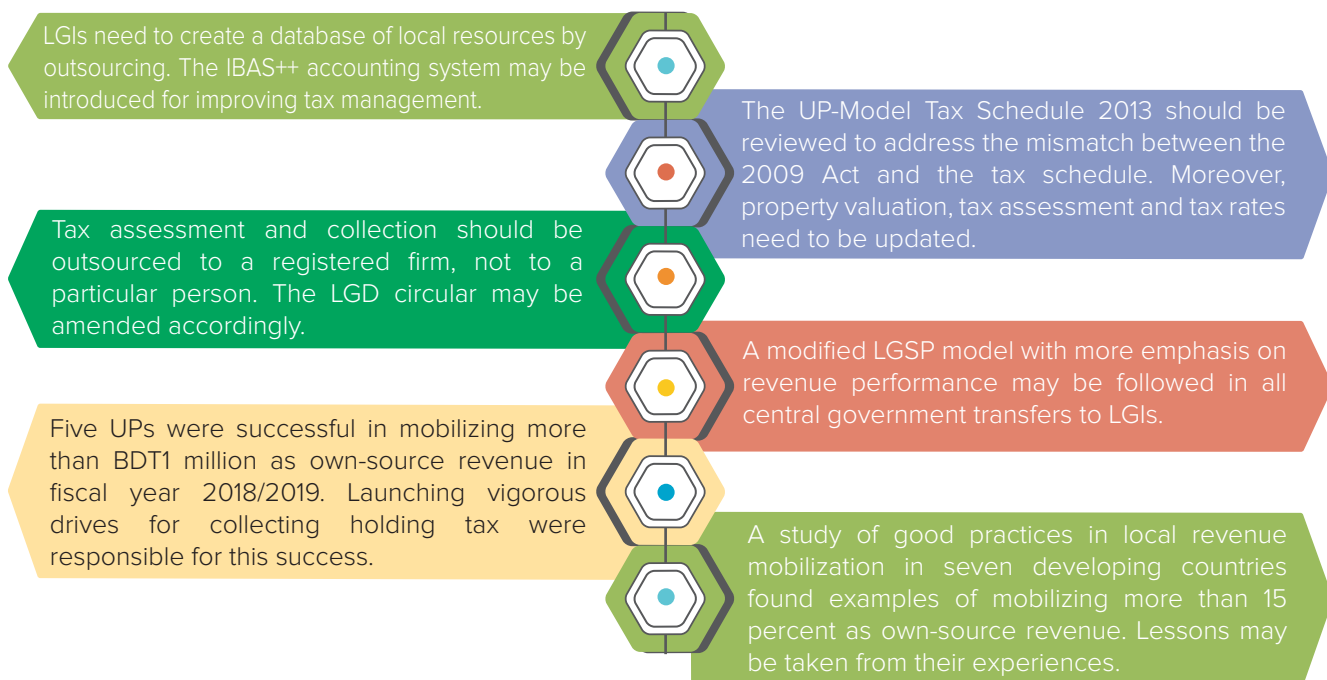
Secretaries play a vital role in managing the day-to-day activities of a UP. Hence, 42 newly joined UP secretaries (37 male and five female) of Sunamganj and Netrokona received two batches of EALG-facilitated training. This training will help them to understand the UP functions and assist them to perform their responsibilities .

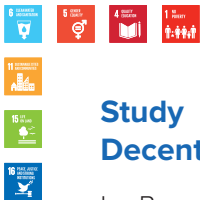
Policy for Effective Local Governance (PELG)

The PELG component of EALG provides policy support to the Government of Bangladesh for establishing effective local government, irrespective of tiers. Two studies that are relevant to the indicator on UP taxation and fiscal decentralization have been completed. Policy papers and reviews have also been drafted and submitted for assessment by LGD. The UP taxation and fiscal decentralization issues have been discussed in different project meetings. EALG is now in consultation with LGD to review the existing Model Tax Schedule of UP based on the study findings, and it is expected that these policy studies will contribute to the revision of the Model Tax Schedule of UP and an increase in the scope of local revenue mobilization. The significant interventions in 2020 under the PELG are described below.

Study on Local Resource Mobilization

Bangladesh's fiscal system is highly centralized in terms of local resource mobilization. There is an overwhelming dependence on revenue being shared by the central government and on that revenue being granted. To examine revenue design, modalities of local tax collection and central government transfers to LGIs, tax management, and challenges for UPs and UZPs in local revenue mobilization, Professor Dr. Nasiruddin Ahmed conducted a study on 'Mobilization of Local Resources by Rural LGIs in Bangladesh'. The study has identified legal and institutional challenges to broadening revenue mobilization by rural LGIs and has put forward certain actionable recommendations:



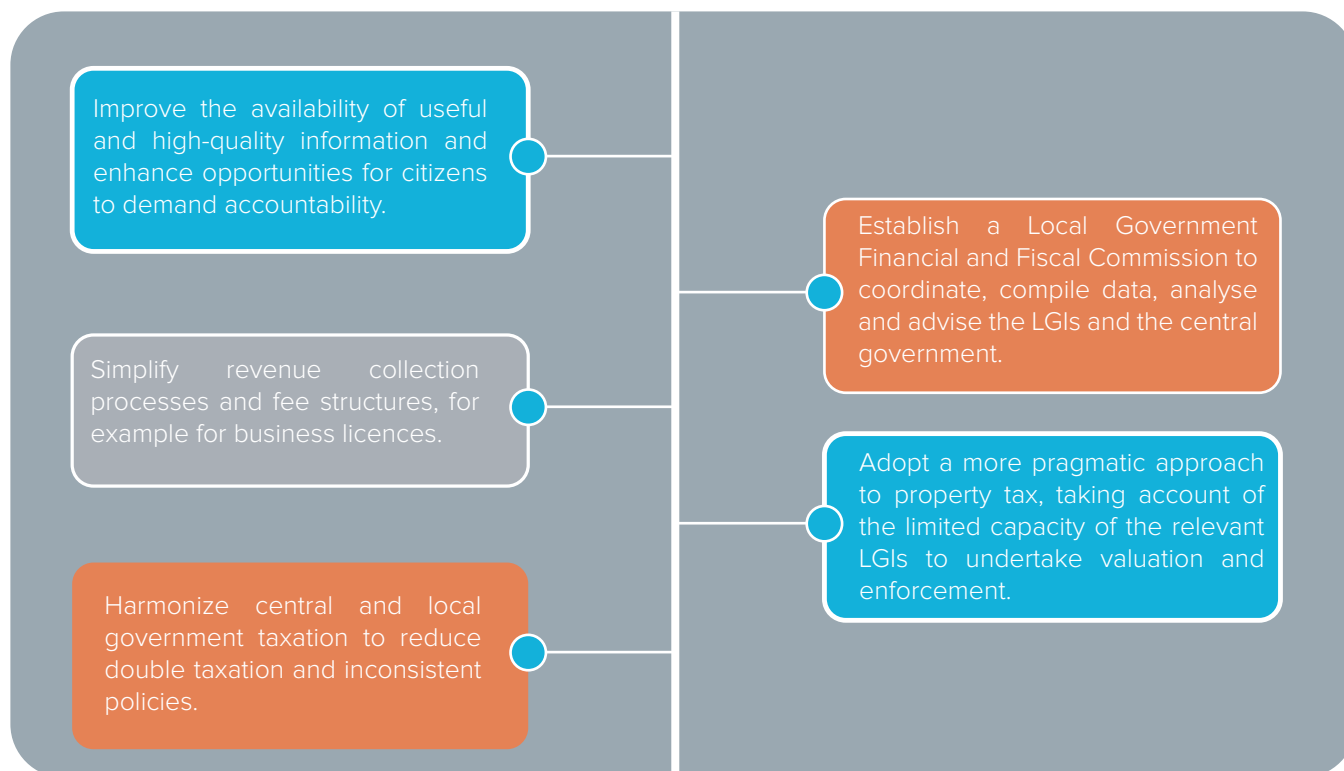


Study on Scope and Areas of Fiscal Decentralization for LGIs

In Bangladesh, the central government's priorities emphasize decentralization to bring administration and services close to local people's doors. The existing state of fiscal decentralization in Bangladesh is far from satisfactory. The LGIs are mostly dependent on intergovernmental fiscal transfers for financing their development interventions, as their revenues are too small to cover these costs. Once the LGIs succeed in delivering effective public services, the taxpayers will be more willing to pay taxes and the trust relationship between citizens and LGIs will strengthen. Considering the overall structure and the local fiscal system's actual

performance in Bangladesh, seven priority areas are identified for fiscal decentralization.

Globally, there is no unique model for fiscal decentralization, as diverse historical incidents are mostly responsible for fiscal decentralization. With the support of EALG, Mr. Mustafa K. Mujeri, PhD (Executive Director, Institute for Inclusive Finance and Development) has conducted a study on 'the scope and areas of fiscal decentralization for LGIs in Bangladesh'. The study identifies 12 priority areas of reforms. The study identifies the details of the fiscal decentralization model and its implementation through appropriate reforms pursued in several steps, with emphasis on the right activities in each step. The study also suggested several key measures:



Study on Potentials and Challenges of UZP Women Vice-Chairmen at LGI Level

A consultant conducted a study named 'Exploring Potentials and Identifying Challenges of UZP Women Vice-Chairman (VC) for Active Participation and

Engagement at LGIs' to identify the potentials and address the challenges that women VCs face at the UZP level. The study made the following recommendations to advocate for and enhance their political empowerment at the UZP level:

- Strengthen the capacity of the women VCs.
- Extend cooperation and enhance coordination towards UZP women VCs for all development works.
- Ensure the full engagement of UZP women VCs in the committees by reducing the number of committees and introducing terms of reference for the committee.
- Introduce a reward and punishment system for good and bad performance.
- Enhance information disclosure mechanisms.

Developing Operational Guideline for UZDCC Integrating Experiences of UDCC

One of the criticisms of policy planning and implementation in local and urban governance in Bangladesh is the lack of a sound coordination mechanism. The importance of having a strong forum like the Upazila Development and Coordination Committee (UZDCC) for ensuring coordination of UZP activities can be described from different perspectives. There is also an urgency to establish the Union Development and Coordination Committee (UDCC) at the UZP level, as the issue of coordination has never been given a high priority. Due to the lack of sound coordination, the desired level of outcomes in the service delivery process is not attained.

Moreover, there is no formal body at the UZP level that has responsibility for ensuring coordination in planning and development activities undertaken by the UZP, 17 government departments transferred to the UZP, NGOs and development practitioners. From these perspectives, with the support of EALG, Professor Pranab Kumar Panday, PhD (Department of Public Administration, University of Rajshahi) has conducted a study on 'Proposing Structure and Developing Operational Modality/Guideline for UZP UZDCC Integrating Experiences of UDCC', to analyse the establishment of UZDCC and assess its potential and challenges, and to consider a way forward to overcome the challenges.

Integrated Development Planning of LGIs: Challenges and Prospects

EALG undertook a study on integrated development planning for LGIs, with the aim of identifying associated problems and prospects and to supporting LGD with relevant policy recommendations. The objectives of the study are to review the current planning practices of different tiers of local governments, to examine the gaps and challenges of vertical integration of planning process among different LGIs (UPs, UZPs, Zilla Parishads and municipalities), and to provide policy recommendations to LGD for integrated development planning. Professor Dr. Mobasser Monem conducted the study and developed an analytical framework to identify and analyse the challenges associated with coordinated development planning in Bangladesh.

The main identified challenges are legal framework and mandate-related challenges; local government structure-related challenges; workforce, skill and capacity-related challenges; and citizen – local government interface-related challenges. The study also offers a way forward and policy recommendations for short-term and long-term measures for addressing these challenges. Strong political commitment, continuous bureaucratic support and a flawless local government structure are the preconditions for initiating and overcoming the challenges of proposed coordinated planning of LGIs.

Circular for Website Updating and Revenue Fund Amendment

UNDP encouraged LGD to amend the Revenue Fund Utilization Guideline. As a result, LGD updated the guideline and allocated BDT 30,000 as refreshment budget for UZP-level meetings under the supervision of UZP Chairman, vice-Chairmen and UNOs, and BDT 8,000 for 17 Upazila committee meetings under the supervision of UZP vice-Chairmen. The guideline also allocated BDT 100,000 for preparing and publishing annual reports and other publications. This amendment of the Revenue Fund Utilization Guideline to allocate refreshment cost and publication cost encourages participants to actively attend the UZP-level meetings and ensures the sustainability of publishing annual reports.

In addition, in response to encouragement from EALG, LGD provided a circular for updating the websites of UPs and UZPs. As a result, of 251 UPs in the EALG intervention area, 248 have updated their website; 18 UZPs (100 percent) also updated their website. Issuance of an Office Order by the LGD to UPs and UZPs for updating their websites promotes accountability by making public their updated information.



COVID-19 Support

COVID-19 has put Bangladesh into an unforeseen challenging situation that led the Government of Bangladesh to ask for the shutdown of all economic activities except for emergency services and to urge people to restrict mobility and stay at home; these restrictions have been in place since March 2020. GoB has emphasized emergency support through local government administration and representatives. This increased the workload of UP and UZP representatives and the local administration and increased the risk of

these staff becoming infected by COVID-19. Considering these issues, EALG has facilitated different initiatives in engaging the LGIs. EALG's COVID-19 response initiatives reduce the potential threat of infection, build confidence among stakeholders, and engage people in COVID-19 response initiatives with support from the GoB and other stakeholders. The UP representatives, secretary, Gram Police, community clinic members, ward committee members and local residents have benefited from the COVID-19 response initiatives.





Preventive Materials Distribution

A total of 37,629 beneficiaries received various protective materials for COVID-19 response (i.e. mask, hand sanitizer, gloves, soap, etc.) and of these 7,781 received PPE. PPE distribution among the front-line public representatives increased their confidence in combatting coronavirus. The death and infection numbers (total 9 and 45 respectively in UP and UPZ functionaries) were lower than the national trend.

Awareness-Raising Activities

EALG hired a professional singer to sing a COVID-19 awareness-raising song and recorded this while announcing the COVID-19, VAW and human rights issues. The idea of recording music was so innovative to promote knowledge and build awareness on COVID-19. Through loud miking (using an amplifying microphone), postering and a Facebook campaign, EALG has helped to sensitize 1,050,165 people to COVID-19, gender, and human rights issues during 2020. Through the awareness-raising activities of EALG, people were aware of the importance of wearing face masks, washing hands and maintaining social distance, of the ‘do’s and don’ts’ during the lockdown, and of the importance of protecting human rights and preventing VAW issues.



Engaging Temporary Workers and Union Focal Point

To reduce the burden on UP staff members and representatives, EALG supported 251 UPs with temporary additional human resources to coordinate COVID-19 functions, leading to improved COVID-19 response, better documentation, and improved transparency. 251 Union Focal Points informed 50,536 people on COVID-19 prevention mechanisms.



Hand Washing Facilities

EALG has provided financial and technical support to install 549 handwashing points in 251 intervention UPs, where 259,060 people have used the facilities. During the online launching event of the COVID-19 preventive material distribution ceremony, Mr. Helal Uddin Ahmed (Senior Secretary of Local Government Division) said, "These are unforeseen times, yet there has never been a better time to help those who are in need. With the economy gradually reopening, it is crucial to maintain health guidelines and stay cautious. EALG's COVID-19 people contracting the disease." It is noteworthy that



response initiatives will decrease the likelihood of EALG's support to UPs for installation of handwashing points is scaled up by the LGD across the country.

Hand Sanitizer Manufacture and Distribution

Frequent hand washing is mandatory in preventing the spread of COVID-19. Coastal districts such as Khulna are badly affected by salinity and have a scarcity of water for handwashing. In a first-of-its-kind collaboration with the local administration and Khulna University's Pharmacy Department, the EALG project, together with UNDP's Local Governments Initiatives on Climate Change (LoGIC) project and the GoB-LGSP project, has initiated the manufacture of hand sanitizer and distributed this for free to government officials, the poor in communities, and the village police who were the front-line COVID-19 fighters in Khulna. In 2020, a total of 6,000 bottles of 100 ml hand sanitizer were produced and distributed among the Divisional Commissioner's office, District Administration, Relief Control and Distribution Centre, Khulna Metropolitan Police (KMP), Circuit House, Police Super Circle, Press Information Department, KMP Traffic, Sonali Bank, a strike force vehicle, two Municipality, 32 third gender people, nine UZP, 68 UP, relief volunteers, civil surgeon, Director Health, Khulna Medical Colleges Hospital, local communities and village police.



While expressing his gratitude, Mohammad Helal Hossain (Khulna's Deputy Commissioner) said, "These sanitizers and safety kits have been provided to ensure the safety of front-line people providing COVID-19 response support and also all officers and employees involved with the district-wise relief programme under the direction of the Deputy Commissioner."



Programme Management

Annual Planning Workshop

The annual planning workshop of the Efficient and Accountable Local Governance (EALG) project was held on 2 and 3 December 2020 at Sayeman Beach Resort, Cox's Bazar. Mr. Md. Helal Uddin Ahmed (Senior Secretary, Local Government Division) chaired the workshop. The workshop was attended by representatives from the SDC and UNDP, the National Project Director (NPD) and Deputy National Project Directors (DNPDs) of EALG, Deputy Directors (local government) of eight districts, and EALG project staff.

The workshop aimed to identify the priorities for the year 2021. The workshop also showcased the progress and key achievements of EALG and identified the learning, best practices from different EALG intervention districts, and challenges. The following course of action and 2021 work plan to implement the project was then developed:



Hold coordination meetings with various local government projects (including LGSP, EALG, UICDP and UGDP) once every three months.

Review the existing monitoring system and tools for service delivery of at least three line departments of the Upazila, identify any gaps and organize necessary workshops to address them.

Organize training on budget preparation for UZPs.

Increase the scope of income-generating training for disadvantaged women and youth of Cox's Bazar District based on local needs.

Arrange learning visits to observe various innovations of Betagi UP, Bagerhat.

Hold regular public hearings in the UZP and UP to solve local problems.

Complete tax assessment in at least one UP from each EALG district and assist the union council in collecting more taxes.

Arrange annual awards by the LGD for efficient and successful LGIs.

Take the initiative to review the draft ToR of 17 Upazila Committees prepared through EALG and get approval from the LGD to amend the Upazila Parishad Act if necessary.

Take the initiative to spread the excellent learnings and results from EALG (annual reports and five-year plans of UPs and UZPs, public hearings) to other UPs and UZPs through LGD.

Review roles and responsibilities of line agency committees and UP/UZP standing committees and develop ToR and guidelines for SCs.

Organize meetings of the Project Steering Committee (PSC), Policy Advisory Group (PAG), Project Implementation Committee (PIC) and Board and implement decisions accordingly.

Coordination Workshop

EALG organized a two-day coordination workshop for reviewing project progress and planning upcoming activities, at Sarah Resort, Gazipur on 7 and 8 October 2020. Mr. Mustakim Billah Faruqui (Additional Secretary, LGD) and the NPD of EALG inaugurated the workshop. Attendees at the workshop included Md. Iftikher Ahmed Chowdhury and Mohammad Zahirul Islam (Deputy Secretary and DNPD), DDLGs, UNDP representatives, respective DFs, and other personnel of the EALG project. During the two days, the EALG team presented progress and discussed ongoing and upcoming project activities. The workshop included sessions on:

- Monitoring and evaluation (M&E)
- Gender, social inclusion, and climate change
- Communications and knowledge management
- Audit observations
- Learning, challenges, and mitigation measures.

EALG's respective unit representatives gave these

presentations, while audit observations and learning, challenges and mitigation measures were presented by Md. Iftikher Ahmed Chowdhury and Mohammad Zahirul Islam, respectively. The overall presentation was drafted and prepared under the guidance of Mr. Md. Shariful Hoque (Project Coordinator, EALG). The workshops were highly interactive and participatory. Under the leadership of the NPD, the following decisions came out from the workshop:

- Review the EALG work plan for Cox's Bazar to avoid duplication among the UZP and UP's existing projects, by collecting their annual plan. If needed, EALG management can talk with the respective senior management regarding the issue.
- Send details of the women-friendly project (project name, number of beneficiaries, project allocation, etc.) to the EALG Dhaka office, according to UZP WDF circular 2019–2020. In this regard, the UZP section of the LGD will send a letter requesting the report from the field. The EALG project should arrange training for WDF members on introducing the women-friendly project and its implementation and monitoring.



- The M&E strategy for EALG should be coordinated with the LGSP and other relevant projects, and the results indicators and other information of these projects should be collected.
- Before arranging the 2020–2021 planning workshop, the EALG Dhaka team should share the draft work plan with relevant DDLGs and DFs to obtain their feedback.
- DDLGs should focus on UP-level tax assessment and collection processes. EALG could arrange relevant training on UP tax assessment and resource mobilization processes.
- EALG should arrange training for UZP and district-level officers to manage the Foreign Aided Projects Audit Directorate (FAPAD) audit-related issues.
- In discussion with the LGD, EALG will identify challenges and prepare an integrated guideline to avoid duplication.
- To arrange regular public hearings at the UZP and UP levels, the UZP and UP section of LGD will issue two letters to UZPs and UPs.

The coordination workshop helped to review the progress and scope of improvement for the upcoming days. The discussions and decisions of the workshop also helped to shape the annual work plan 2021.

Project Implementation Committee Meeting

The 3rd Project Implementation Committee (PIC) meeting of the EALG project was held on 20 December 2020 at the Zoom Apps. The meeting was chaired by Mr. Mustakim Billah Faruqui, Additional Secretary (UP Branch), LGD and NPD, EALG Project.

The Chairman welcomed the participants, including government officials and representatives of the

DANIDA and UNDP. The meeting was informed about the progress of the decisions from the previous PIC meeting. Initiatives were undertaken for the implementation of all the decisions of the last meeting. The key decisions of the meeting were:

- LGD should revise the existing tax schedule by taking support from the findings of the study on local resource mobilization undertaken by EALG and should share a guideline regarding tax collection.
- NILG and EALG will collaborate to develop the capacity of newly elected representatives after the election.
- Through the support of SDC, a tax assessment module was developed by the Horizontal Learning Programme of NILG. EALG may explore the scope and effectiveness of that module and how it may fit in to the project.
- Gaps will be identified regarding why 43 percent of UPs did not get the block grant from LGSP and the list will be provided to NPD. EALG and LGD should provide technical and financial support by addressing the reasons for why block grants are obtained.
- EALG could introduce an award for best practice and replicate this through LGD. EALG should define the standard and activities to develop a guideline on introducing the guideline.

Project Steering Committee Meeting

The 4th Project Steering Committee (PSC) meeting of the EALG project was held on 4 November 2020 at the Zoom Apps. The meeting was chaired by Mr. Helal Uddin Ahmed, Senior Secretary, LGD. Participants considered the progress of decisions made at the last PSC meeting, major achievements in 2020 and the revised annual work plan for 2020.



The meeting made the following decisions:

The committee approved the revised annual work plan for 2020, including the implementation of COVID-19 response initiatives by EALG.

LGD will circulate an SDG-responsive UP five-year planning guideline and model plan book to replicate in other UPs.

EALG will revise the multi-year budget and share it with development partners soon.

Mid-Term Evaluation

To assess outcome level progress, EALG hired a firm to conduct a mid-term evaluation. The overall objective of the mid-term evaluation is to assess progress of the EALG project compared to its baseline and targets defined in the results framework. The firm started the evaluation in November 2020 and will submit the report by March 2021. Evaluation findings will be used for adaptive programming.



Communications and Knowledge Management

The project delivered COVID-19 awareness-raising messages through loud miking (using an amplifying microphone), postering and a Facebook campaign. EALG helped to sensitize 1,050,165 people on COVID-19, gender and human rights issues during 2020. EALG also produced and distributed the following information, education and communication (IEC) and behavior change communication (BCC) materials:

- 37,650 COVID-19 posters
- One awareness song for the COVID-19 prevention campaign at grass-roots level
- One audio-visual product ‘Fighting Back COVID-19’ on COVID-19 initiatives
- Annual Report 2019 for the EALG project
- One storybook based on the success stories of the EALG project
- Three audio-visual products showcasing the success of the EALG project
- One audio-visual product on ‘How to Prepare Mask,’ an initiative of the WDF of Chandpur
- SDG-responsive billboards in 11 UP and two UZP premises in Cox’s Bazar
- Branding on banners, presentations, and various documents.





Financial Delivery

Over the last three years, the project has spent more than 95 percent of its forecasts. The finance team maintains effective cash flow for smooth support of activities and works closely with the programme to reduce variances. To keep spending on track, EALG has been providing regular forecasts to the UNDP Country Office, with accurate expenditure and financial reports. Below is the output-level budget and expenditure in 2020.

Output/Sector Component	Budget (US\$)	Expenditure (US\$)	% of Expenditure
Component 1: Inclusive and Accountable Upazila Parishad	316,903.00	250,786.84	79%
Component 2: Sustainable and Democratic Union Parishad	624,285.00	478,217.30	77%
Component 3: Policy for Effective Local Governance	69,321.00	61,098.20	88%
Component 4: Project Management	447,458.00	386,084.99	86%
Total	1,457,967.00	1,176,187.33	81%
COVID-19	570,226.00	554,713.08	97%
Total + COVID-19	2,028,193.00	1,730,900.41	85%

In this reporting period, the total allocated budget was US\$ 2,028,193, of which the project expended 85 percent. The table shows that US\$ 316,903 was allocated for the IAUZP component and the project expended 79 percent of this amount during the reporting period. The SDUP component expended 77 percent of its allocated budget and the PELG component expended 88 percent. In the Project Management component, 86 percent of the allocated budget was expended. In addition, US\$ 570,226 was budgeted for COVID-19 pandemic activities, allocated by repurposing some of the total project allocation and also from donor contributions; US\$ 554,713 (97 percent of the allocation) was spent providing emergency COVID-19 support to UP and UZP project areas.

EALG financial management control includes financial year planning and profiling, monthly budget monitoring of actuals against planned expenditure, and contract and financial reconciliations. In addition, EALG has put in place defined financial management procedures for external payments and procurement.

Challenges

COVID-19 outbreaks impeded the smooth implementation of planned project activities. Due to the COVID-19 situation holding off Ward Shava and open budget sessions, some meetings and training had to be dropped and the budget was repurposed accordingly to support UP and UZP functionaries and the community in their COVID-19 response.

DDLG position is vacant in two of the nine districts, though the DDLG in charge is assigned to perform the role.

Approval of a revised Technical Assistance Project Proposal (TAPP) was delayed, which was a challenge to the smooth implementation of programs at Cox's Bazar.

Allocating 3 percent ADP allocation for the WDF due to misinterpretation of the circular that was distributed.

Lack of official transport for DFs hampered regular field monitoring. A lump sum budget allocation is given to DFs for local travel and field monitoring. To strengthen the monitoring system, the project has taken the initiative to procure a bicycle for DFs.

Conducting two large-scale studies (mid-term evaluation and mapping the coverage of SSN programmes) during the COVID-19 situation.

Vacant positions of UP secretaries and ACCOs in project areas have delayed regular activities of the UPs and EALG.

The project was designed with limited human resources, which hinders project interventions at the central and field levels.

Lessons Learned

- The five-year plan book and annual progress report of UPs and UZPs is an effective tool to ensure accountability and transparency.
- Public hearings at the UP level can resolve many local issues and enhance transparency and accountability among public representatives and citizens.
- Lump sum financial support, proper orientation for UP bodies and comprehensive guidelines can

ensure that Ward Shava are held with broad community participation and identify development schemes based on community priorities.

- Effective coordination among public representatives and government officials can enhance LGIs' performance.
- Effective coordination among public representatives and government officials in combatting COVID-19 and other public service delivery helps accelerate LGI performance and intensifies their efforts for COVID-19 response.





Way Forward

The year has ended with some remarkable achievements, despite having many barriers during the year. The field-level interventions were badly disrupted due to the pandemic and movement restrictions. The project's achievements—such as publishing five-year plan books and annual reports, amending the Revenue Fund Utilization Guideline, and updating web portals—contributed to SDG localization and improved the transparency and accountability of UPs and UZPs. UNDP's technical assistance in introducing public hearings to the UPs helped resolve many local issues and improved transparency and accountability among public representatives and citizens. EALG has facilitated 251 UPs by engaging temporary union focal persons in COVID-19 responses to provide extensive support to the communities. However, this had low success because, in many cases, UP functionaries did not assign any person, or the person assigned did not serve effectively. In a future emergency, UNDP should not set any focal points at UPs and should focus instead on other forms of response activities. The project was designed with limited human resources, which hindered the project interventions at the central and field level. UNDP will address this issue in the design of the next phase of the project if this is planned.

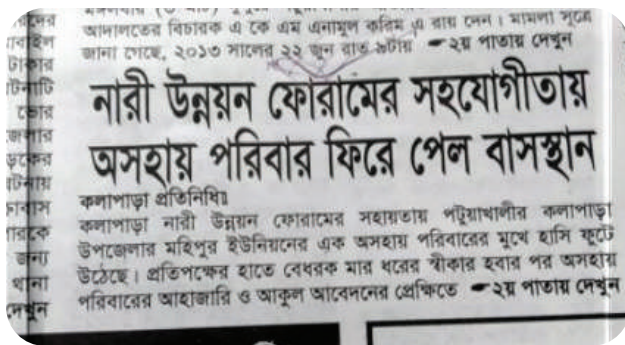
In 2021, EALG will focus more on the activities where achievements to date have been less. In particular, EALG will focus on policy interventions, such as developing a policy paper on horizontal coordination and the oversight functions of UZP committees, reviewing the roles and responsibilities of line agency committees and UP/UZP standing committees, developing ToR and guidelines for SCs, and advocating with LGD for the issuance of a circular on co-financing for LGIs. In addition, women-focused IGA and enterprise training and improved coordination among GO-NGO service delivery agencies at Cox's Bazar will be of high priority in 2021. The lessons learned from the previous year will be useful to implement the project in the upcoming years.



Success Stories

i. Kalapara WDF Recovered Demesne Land for a Vulnerable Family

Kalapara Women Development Forum (WDF) of Patuakhali District recovered demesne land and restored it to a helpless family at Mohipur UP under Kalapara Upazila. Mr. Kalam Mollik, along with his landless poor family, had been living in a demesne land by the side of Shibbaria River for 20 years. Mr. Kalam and his family were threatened with eviction various times by an influential local in Mohipur, so that he could occupy the land and use it accordingly. On 22 February 2020, Mr. Mollik and his family were beaten by the influential and evicted from the demesne land. Mr. Kalam then asked local administration and elected representatives to rescue the land. Ms. Shahina Pervin Shima, Kalapara UZP Vice-Chairman and WDF President visited the land along with other WDF members and officials. They discussed and resolved the issue with both parties and restored the land to the helpless family. In this regard, Ms. Shahina, WDF President said, “we stood beside the vulnerable family and mediated the issue so that they could live in peace.”



ii. Haimchar WDF Supported to Respond COVID-19 Through IGA

During the COVID-19 pandemic, many local women in Haimchar Upazila under Chandpur District were unemployed. To enhance women's economic empowerment and the response to COVID-19, Ms. Shahanaj Begum, the UZP Vice-Chairman (women) and WDF President, arranged training for 15 women and girls on mask preparation, using technical support from the Upazila Women Affairs Office. They prepared over 6,000 masks and sold them to various UPs. In addition, the WDF distributed many free masks to elected women representatives and to vulnerable women and their families.

iii. Accelerated Emergency Services for COVID19

I am Md. Eskander Ali Mridha, Gram (Village) Police of Joinkathi Union Parishad, Patuakhali Sadar Upazila in Patuakhali District. The Gram Polices are the focal point for preserving peace in the village and monitoring the situation to see if any suspicious incidents need reporting to the police station. Despite this, we always remain on the frontline to face any disaster. For example, we served on the frontlines from the beginning of the pandemic to fight COVID-19 without having any safety equipment because we could not obtain any preventive materials from any other sources during this time, and due to the financial crisis, we cannot purchase either. As a result, we had to work without any protection and with less confidence.

The EALG project of UNDP, funded by SDC and DANIDA, recognized our situation, and as a result, we got personal protective equipment, hand sanitizer,

masks, gloves, soaps to continue our work for people while protecting ourselves and ensuring safety measures for others. Therefore, other gram police and I am delighted because, for the first time, we got preventive materials as we always get the least priority to get anything.

The support with preventive materials motivates us to play our roles effectively while maintaining safety measures. So this time, we will perform our job more confidently, and community people will get quality emergency services during this pandemic situation. We have already provided door-to-door emergency food supply to COVID-19 infected families and wish to support more without hesitation and fear. I appreciate the EALG and other stakeholders for considering us as frontline workers and helping with the preventive materials to combat the pandemic.



IV: Appropriate information lessen infection

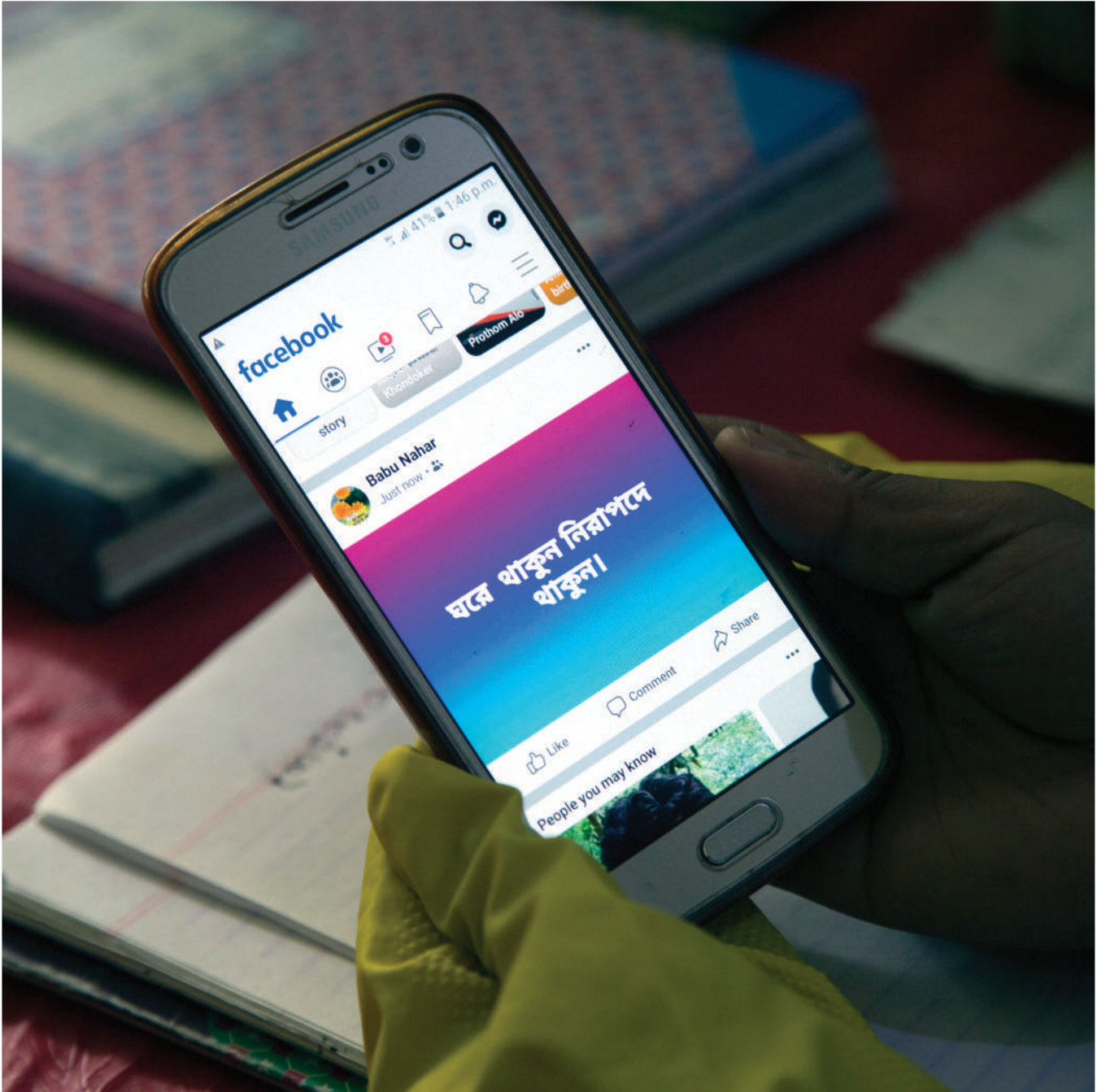
"I have been disseminating the relevant message on COVID-19 among the community because even a single COVID positive case can cause a mess," said Mamunur Rashid, Medical Assistant Matlab North Upazila Health Complex, Chandpur, who was also active as Union Focal Person for Islamabad Union

Parishad (UP) of the same district.

COVID-19 has put Bangladesh into an unforeseen challenging situation that led the Government of Bangladesh to ask for the shutdown of all economic activities except for emergency services in March 2020. However, the local government institutions lacked the expertise to act and respond against the COVID-19. Considering these issues, with help from SDC and DANIDA, EALG has engaged 251 Union Focal Person to respond and disseminate appropriate messages on COVID-19. Mamunur Rashid is one of the designated Union Focal Persons who has supported the people of Islamabad UP since June 2020.

Mamunur was the in-charge of informing those who had come to use UP's services over the phone and messages. Since his appointment as the Union Focal Person, he arranged group discussions on Corona prevention and control. In addition, he conveyed corona awareness messages by explaining how to avoid exposure and the importance of frequent hand washing and using the mask. He also worked as a contact tracer, collected the contact list of all COVID-19 positive patients, identified, followed them up to see if they had any signs or symptoms of the disease, and referred them to a doctor for treatment if required. He also volunteered for the funeral of COVID-19 deceased while nobody was there to treat the corps.

The appointment of Mamunur as a Union Focal Person ensured the dissemination of appropriate messages among the community people, sensitized the citizens regarding COVID-19, and influenced them to change their behavior. Mr. Sajedul Hasan Babu, the Chairman of Islamabad UP, said that *"Mamunur has performed admirably. Therefore, villagers were encouraged to reach out to him and express their concerns about the COVID-19."*



EALG Activities in Print and Social Media

UNDP distributes health protection materials

Published : Monday, 29 June, 2020 at 12:00 AM

মঙ্গলবার, ২৯ জুন ২০২০ খ্রীঃ ১৪ আশ্বিন, ১৪২৭ বাঙ্গালা ১১ সফর, ১৪৪২ বিক্রমী

The Embassy of Switzerland in Bangladesh
19 hrs

#COVID-19 #response

Switzerland and Denmark in collaboration with United Nations Development Programme in Bangladesh have extended support to the Local Government Division in responding to the #COVID-19 pandemic.

Since 2016, the Efficient and Accountable Local Government (EALG) project is working to strengthen the capacities of local public service providers in Bangladesh. In its response to COVID-19 crisis, EALG will reach out to 500'000 people from 9 districts... See More

UNDP's health protection activities lauded in Rangpur

Independent Online/ BNN

মধুখালীতে স্থানীয় সরকার বিভাগের পর্যালোচনা সভা

মধুখালীতে স্থানীয় সরকার বিভাগের পরিচালক (স্বাস্থ্য) ড. সফাতুল ইসলামের নেতৃত্বে একটি সভা অনুষ্ঠিত হয়েছে। সভায় স্থানীয় সরকার (স্বাস্থ্য) উপজেলা পরিষদের প্রধান নির্বাহী কর্মকর্তা ও স্বাস্থ্য কর্মকর্তাদের উপস্থিতিতে উপজেলা পরিষদের কার্যক্রম পরিদর্শন করা হয়েছে।

মধুখালীতে স্থানীয় সরকার

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Chandpur Report

ফরিদগঞ্জে ইউনিয়ন পর্যায়ে কর্মরত বিভাগসমূহের সাথে উপজেলা পর্যায়ে সমন্বয় সভা

ফরিদগঞ্জ - 29/06/2020 - comments off

নিউজ বিশাল .কম

পটুয়াখালীতে ৪৪৭৯ জনের মাঝে স্বাস্থ্য সুরক্ষা সামগ্রী বিতরণ

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চাঁদপুরে স্বাস্থ্য সুরক্ষা সামগ্রী বিতরণ

বাংলাদেশ প্রতিদিন

মেঘনা বার্তা

ফরিদগঞ্জে ইউনিয়ন পর্যায়ে কর্মরত বিভাগসমূহের সাথে উপজেলা পর্যায়ে সমন্বয় সভা

ফরিদগঞ্জ - 29/06/2020 - add comment

ঢাকা টাইমস

ফরিদপুরে ইএএলজির স্বাস্থ্য সুরক্ষা সামগ্রী বিতরণ

Bangladesh

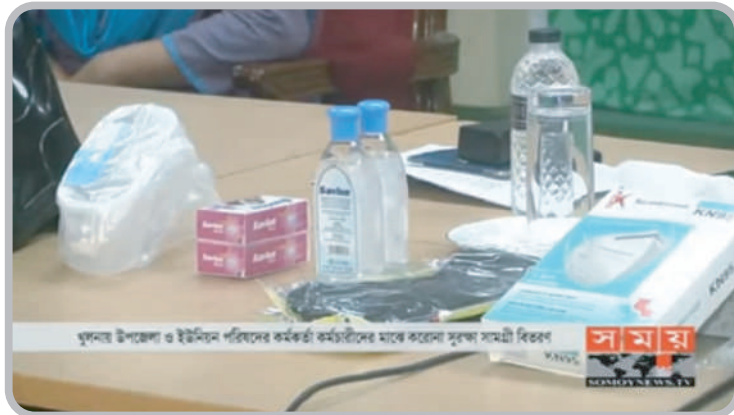
UNDP supports manufacture, distribution of sanitisers in Khulna

daily sun

breaking news: First US Congressman dies of Covid-19

UNDP's health protection activities lauded

EALG COVID-19 Activities in Electronic Media







<p>১ দারিদ্র্য বিলোপ </p> <p>হাতে, হাতে, হাত মিলিয়ে দেশটা এবার গড়বো অভাব আর দারিদ্র্যের বিলোপ সাধন করবো</p>	<p>২ ক্ষুধা মুক্তি </p> <p>উন্নয়নের সন্ধিক্ষেপে চল শপথ করি সবার খাদ্য নিশ্চিত করে ক্ষুধামুক্ত দেশ গড়ি</p>	<p>৩ সুস্বাস্থ্য ও কল্যাণ </p> <p>সুস্বাস্থ্য ও কল্যাণ দিয়ে আনবে সুখ শিশুর সাথে মায়ের রবে হাসিমাখা মুখ</p>	<p>৪ গুণগত শিক্ষা </p> <p>শিক্ষা হবে সবার জন্যে বাদ যাবে না কেউ গুণগত শিক্ষা আনবে উন্নয়নের টেউ</p>	<p>৫ জেতার সমতা </p> <p>জেতার বৈষম্য বিলোপ করে সমতা আনা গেলে উন্নয়নের সকল চাকায় অধিক গতি মেলে</p>
<p>৬ নিরাপদ পানি ও পয়ঃনিষ্কাশন </p> <p>সুব্যবস্থা পয়ঃনিষ্কাশনে সাথে নিরাপদ পানি সুস্থ থাকবে জীব-বৈচিত্র্য সুস্থ তুমি, আমি</p>	<p></p> <p>হটলাইন</p> <p>SUSTAINABLE DEVELOPMENT GOALS</p>	<p></p> <p>কার্যকর ও জবাবদিহিমূলক স্থানীয় সরকার (ইএএলজি) প্রকল্প স্থানীয় সরকার বিভাগ</p>	<p>৭ সাক্ষরতা ও দূষণমুক্ত জ্বালানি </p> <p>জ্বালানি ব্যবহারে হই সাক্ষরী পরিবেশ না করি দূষণ সুস্থ থাকি তুমি-আমি সুস্থ থাকুক জীবন</p>	
<p>৮ শৌভন কাজ ও অর্থনৈতিক প্রবৃদ্ধি </p> <p>সবার জন্য শৌভন কাজের সুযোগ হলে তবে আয়-রোজগার বাড়বে সাথে প্রবৃদ্ধিও হবে</p>	<p>৯ শিল্প, উদ্ভাবন ও অবকাঠামো </p> <p>উদ্ভাবন আর শিল্পের সাথে অবকাঠামো বেশ উন্নয়নের শ্রোতধারায় ভাসবে সারা দেশ</p>	<p>১০ অসমতার হ্রাস </p> <p>অসমতা হ্রাস হলে সবাই সুখে রবে অসমতা হ্রাসে তাই প্রতিজ্ঞ হই সবে</p>	<p>১১ টেকসই নগর ও জনপদ </p> <p>নগর এবং জনপদগুলো টেকসই করা গেলে নগর ও জনপদে সুখ-শান্তি মেলে</p>	<p>১২ পরিমিত ভোগ ও উৎপাদন </p> <p>উৎপাদন আর ভোগ যখন পরিমিত রয় পরিবেশ বাঁচে, জীবন বাঁচে উন্নয়নও হয়</p>
<p>১৩ জলবায়ু কার্যক্রম </p> <p>জলবায়ু পরিবর্তন ও তার প্রভাব কমালে তবে স্বস্তি নিয়ে থাকবো ধরায় তুমি, আমি, সবে</p>	<p>১৪ জলজ জীবন </p> <p>সাগর, নদী জলাশয়ে জীবন - প্রকৃতি বাঁচাবে জলজ জীবন সাবলীল করে এই ধরনী সাজাবো</p>	<p>১৫ স্থলজ জীবন </p> <p>প্রকৃতি বাঁচলে জীবন বাঁচবে এই শ্লোগান তুলি ধরনীর উপর স্থলজ জীবন সুরক্ষা করে চলি</p>	<p>১৬ শান্তি, ন্যায়বিচার ও কার্যকর প্রতিষ্ঠান </p> <p>দায়িত্বপ্রাপ্ত প্রতিষ্ঠানগুলো কার্যকর থাকে যখন সমাজে আসে সুশাসন ন্যায়বিচার মেলে তখন</p>	<p>১৭ অতীষ্ট অর্জনে অংশীদারিত্ব </p> <p>উন্নয়নে সামিল হবো থাকবো নাকো নির্বিকার তুমি, আমি, সবাই হবো উন্নয়নের অংশীদার</p>



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Published by
Efficient and Accountable Local Governance (EALG) Project
UNDP Bangladesh
NILG Bhaban, 29 Agargaon, Dhaka, Bangladesh
www.bd.undp.org
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