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Democratic Local Governance Program USAID–Bangladesh Final Report

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Democratic Local Governance Program USAID–Bangladesh

Final Report

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List of Acronyms

BUPF	Bangladesh Union Parishad Forum
DLGP	Democratic Local Governance Program
ERD	Economic Relations Division
LRM	Local Resource Mobilization
MAB	Municipal Association of Bangladesh
MOBIS	Mission-Oriented Business Integrated Services
NILG	National Institute for Local Government
PAF	Policy Advocacy Forum
PSP	Participatory Strategic Planning
RTI	Research Triangle Institute International
SAP	South Asia Partnership
TOT	Training of Trainers
USAID	United States Agency for International Development

Executive Summary

The U.S. Agency for International Development's (USAID's) Democratic Local Governance Program (DLGP) was tasked with working in four areas to strengthen and build the capacity of local governments to enhance their administrative and financial authority in Bangladesh: (1) policy reform, including support for local government associations; (2) capacity building; (3) local resource (revenue) mobilization (LRM); and (4) citizen participation. In addition, a segment of resources was allocated to "Windows of Opportunity," so that DLGP could capitalize on opportunities that might arise in order to implement new and innovative ideas to achieve the project's overall objective. DLGP support was provided to 85 local governments in northwestern and southwestern Bangladesh.

The results in all task areas generally met or exceeded contract objectives. Policy Advocacy Forums (PAFs) stimulated meaningful discussion on local governance issues, as did the scholarly research commissioned by DLGP that conducted and presented by leading experts. The Bangladesh Union Parishad Forum (BUPF) and the Municipal Association of Bangladesh (MAB) were steadily supported and made great strides toward becoming the leading advocates for local governments.

DLGP provided effective small-group training to over 5,000 local leaders—75 percent of them women. Training was provided in roles and responsibilities of local officials, local government operations, and financial management, as well as disaster management (under the Windows of Opportunity task area). A network of committees of local women leaders was developed and grew into the National Women's Forum, which will become a force to be reckoned with in the coming debate on decentralization.

Through DLGP, 84 local communities completed the Participatory Strategic Planning (PSP) process, an intensive program that took place over 7 to 8 months and led to the development of a realistic citizen-driven plan for the community's future. This process included the Participatory Capital Investment Program, which assessed and prioritized a community's capital needs and developed realistic funding options.

To help local governments learn how to reduce their dependence on the central government, DLGP implemented an LRM program. Through this effort, undertaken in 18 local governments, both tax assessment rolls and actual collections were increased by between 40 and 60 percent. These successes in raising local revenue built citizenry confidence in their local leaders, which, in turn, resulted in a sense of empowerment among local leaders—and constituted a persuasive argument for increasing their authority. The association leaders now recognize LRM as an important demonstration of what local governments can achieve. The results of DLGP's LRM work will impact in the future advocacy efforts of BUPF and MAB.

The Windows of Opportunity task area enabled DLGP to pursue several worthwhile activities in addition to basic technical assistance work. This included sending two Rupantar officials to participate in the Duke University Center for International Development Program on Fiscal Decentralization, a study tour to West Bengal for union *parishad* leaders, and an innovative study tour to the Philippines that brought together many of the key institutions concerned with local governance that must learn to work together in Bangladesh. In addition, disaster management training requested by USAID was conducted under this task area.

The tools and lessons learned in 84 localities under DLGP can be applied throughout Bangladesh in the coming years. For example, local government associations have platforms from which to be heard and heeded, the National Women's Forum will continue to influence policy, and more local governments can learn to effectively plan and to raise significantly more local revenue. The results of DLGP were presented to the Bangladeshi and international communities at a National Conference on Participatory Governance Practices that brought together almost 100 important stakeholders.

I. Background and Design of the Program

I.A Introduction

The DLGP began operations on October 1, 2005, under a Mission-Oriented Business Integrated Services (MOBIS) contract from USAID to RTI International. The term of the contract was 3 years, ending September 30, 2008. DLGP was configured to provide technical assistance primarily through Bangladeshi nongovernmental organization (NGO) subcontractors. Therefore, the project staff was small, never exceeding six local staff and ending with four. Throughout the program, the staff included one American, who served as Chief of Party (COP). DLGP worked in four areas to strengthen local governance: (1) policy reform, including support for local government associations; (2) capacity building; (3) LRM; and (4) citizen participation. The partner recipients of DLGP support were 85 local governments in northwestern and southwestern Bangladesh.

I.B Program Objectives

The contract identified the following principal objectives:

- The roles and authorities of local governments will be expanded and better defined.
- The capacity of local governments to deliver services will be improved.
- Local governments will be able to better identify sustainable alternative funding sources.
- Transparency and citizen participation in local decision making will be increased.
- Windows of Opportunity will be used to conduct additional special activities.

An additional objective was to improve local government management and technical skills. The following indicators were to be used to monitor performance:

- Increased levels of locally generated funds or revenue in target union *parishads* and municipalities.
- Increased funds allocated for investment in services and infrastructure in target union *parishads* and municipalities.
- Increased numbers of union *parishads* and municipalities have participatory local development plans.

I.C Geographic Areas and Selection of Local Governments

The contract identified northwestern and southwestern Bangladesh as the targeted geographic areas of work (see map in **Figure 1** below). DLGP staff used their knowledge and judgment to propose 85 local government partners within these areas; these recommendations were adopted by USAID. **Appendix A** lists the corresponding supported local governments. Municipalities are marked in red and union *parishads* in green in **Figure 1**.

Figure 1. Targeted Geographic Areas



I.D Technical Assistance Team

The names, positions, and tenures of the technical team were as follows:

H. Lamar Cravens	COP	10/2005–09/2007
William J. Althaus	COP	09/2007–09/2008
Dr. A.K.M. Saifullah	Technical Coordinator	12/2005–09/2008
Ali Ahmed	Technical Coordinator	12/2005–09/2008
Ahmed Jamil Ibrahim	Technical Coordinator	12/2005–12/2006
A.R.M.M. Kamal	Technical Coordinator	05/2007–09/2007

DLGP consultants are listed in **Appendix B**. An annotated list of the Bangladeshi NGOs and local government associations with which DLGP worked is provided in **Appendix C**.

I.E Program Budget

The total budget for the 3-year project was US\$4.4 million, allocated as follows:

Component	Amount (US\$)	%
Expanding and better defining the roles and authorities of local governments	660,000	15
Improving the capacity of local governments to deliver services	1,760,000	40
Increasing transparency in public management and citizen participation in local decision making	1,320,000	30
Identifying sustainable alternative funding sources	440,000	10
Conducting special activities (Windows of Opportunity)	220,000	5

Additional information on the executed budget is included in **Appendix H**.

II. Results of the Local Governance Program

II.A Expanded Authority and Greater Definition of Local Roles and Authority

Task Order Expected Results

BUP and MAB to enhance and increase their capacity and role to advocate for policy and legal reform for democratic decentralization, in general, and consolidate, channel, and voice the demands of the sub-national governments into the national policy debate, in particular.

Union Parishads and Pourashavas (Municipalities) to increase their responsibilities as decentralized service providers; to further clarify the boundaries of their fiscal authorities; and to clearly establish parameters for working in micro-regions (districts and sub-districts); and any necessary legal reforms. For example, two or more municipalities could establish a joint solid waste collection and disposal authority. Or, all Union Parishads in a sub-district (Upazila) could form a watchdog committee to oversee the management of government health clinics.

The Contractor shall, at a minimum, stimulate a national policy dialogue around decentralization; make BUPF and MAB democratic and effective platforms to lead this policy dialogue; propose greater administrative authority and financial autonomy for the sub-national governments; and enhance service delivery capacity of the Union Parishads and Municipalities where the Contractor will work.

II.A.1 Policy Advocacy Forums

Activity. Through its NGO subcontractor Democracy Watch, DLGP held a series of nine PAFs, each presenting and inviting debate on a particular aspect of local governance policy reform (see **Appendix D** for a complete list of PAFs).

Result. These forums stimulated debate on the important issues of decentralized authority and local financial resources; they placed BUPF and MAB in the spotlight as the voice of local governments. By bringing together the important stakeholders, the forums led to specific policy positions that have broad support. Some forums were presented to the Local Government Strengthening Committee and all will appear in the coming decentralization debate. The reforms generated include greater taxing authority, more input in infrastructure planning, and increasing the authority of the mayors and chairmen.

II.A.2 Research Studies

Activity: To obtain and circulate reliable data and to stimulate serious debate, DLGP commissioned 12 scholarly studies on legal and practical conditions facing local governments. Each research paper was developed by a highly respected Bangladeshi expert on local governance issues and presented by the author at a public event to which key stakeholders were invited. As with the PAFs, the research issues centered on the

authority of the local leaders and the powers of local governments to tax, plan, and manage their affairs. The knowledge generated was used by DLGP in its advocacy guidance to the associations; it will continue to be highly valuable to future projects that will continue the work begun by DLGP.

Result. USAID and other donors have valuable objective analysis of key governance issues. The range of issues covered over the life of the program was broad and varied, which included comprehensive laws for local government bodies, fiscal transfers and flow of funds, strategies for LRM and rationalization of own-source revenues, financial management improvements to strengthen transparency and accountability, PSP to increase citizen participation in governance, creation of citizen oversight committee, and access to debt financing instruments for the larger municipalities. These studies will inform the process of designing future programs and interventions so that new projects address realities rather than suppositions about local governance in Bangladesh. The research papers have been delivered electronically to USAID.

The subjects of the commissioned studies are listed in **Appendix F**.

II.A.3 Support of Local Government Associations

Activities: DLGP continuously supported two local government associations, BUPF and MAB. This support was contractually mandated because these associations must be prepared to play leading roles in the coming debate on decentralization. The program provided strong and steady support to these two groups in the following ways:

- Funding and facilitating central committee meetings, division and district meetings, and other events.
- Establishing separate offices for BUPF and MAB, where they now hold central committee meetings, appointments with other stakeholders, and other important functions. The offices provide credibility and bases for the associations, giving members a sense of permanence and purpose.
- Equipping each office with ample furnishings and information technology systems.
- Training association leaders on association management and financial management and providing appropriate software and manuals.
- Staffing each office with a secretary/manager and an assistant to handle day-to-day matters, allowing the associations' leadership to focus on the larger issues of policy reform and member relations and services.
- With the assistance of Democracy Watch, publishing 10 issues of a joint newsletter, *Amader Sarker (Our Government)* that addresses important local governance issues, and distributing the publications to the members of BUPF and MAB.
- Facilitated by Democracy Watch, publishing a supplement in the Bangla language newspaper, the *Daily Prothom Alo*. The full-page supplement addressed the

progress made by BUPF, its election, and other activities, as well as the encouraging results of PSP and successful LRM campaigns by some of the local governments.

Results for BUPF. In the DLGP's 3-year tenure, BUPF has been transformed from a name only—with no paid members, no office, no staff, disputed leadership, and no visibility or credibility—into a nascent but increasingly respected presence on the national stage in Bangladeshi governmental affairs. Specific achievements were as follows:

- A membership drive took BUPF from zero dues-paying members to over 600.
- When the central government refused permission for the membership to meet, a leadership election was conducted by post and overseen by an independent election commission. The submitted ballots were placed in a symbolic transparent ballot box. As a result, BUPF now has legitimate, recognized office bearers and a central committee.
- The BUPF constitution underwent much-needed revision, with the assistance of an expert in constitutional law.
- The constitutional changes were ratified by the committees in all six divisions.
- A 2-day planning workshop for the entire central committee was held and generated a thoughtful and achievable plan for the next 2 years. Increasing membership, developing services for members, identifying non-dues revenue sources, creating a sustainability plan, and establishing a dialogue with the Government were key goals identified.
- By invitation of the chief advisor, BUPF addressed his assembly of all local governments at the *Conference on Strengthening Local Government*, held December 2007, in Dhaka.

Results for MAB. DLGP support resulted in the following specific achievements:

- Numerous policy development workshops were conducted in anticipation of the establishment and work of the central government's Committee for Acceleration and Strengthening of Local Government.
- The MAB president was named to the seven-member Committee formed in June 2007 for Acceleration and Strengthening of Local Government.
- By invitation of the chief advisor, MAB addressed his assembly of all local governments.

II.B Improving Capacity of Local Governments to Deliver Services

Task Order Expected Results

The Contractor shall work with the Program's target local governments (Union Parishads and Pourashavas) to strengthen their ability to provide services for which they

have been traditionally responsible; increase their capacity to provide additional basic services; and improve internal local governments' management systems and professionalize their human resources, through demand-driven training programs for local government staff. Service provision should be a focus in all target Union Parishads and Pourashava, with at least 40 Union Parishads and 8 Pourashavas providing improved traditional and/or additional services.

Activities: Capacity building was a specific program component that resulted in extensive training in basic skills required for effective management of a local government. However, capacity building must also be understood as a cross-cutting activity. In addition to providing conventional forms of training for local officials, DLGP worked effectively to increase skills in other program areas, including local government association leadership and management, citizen participation, and increasing local revenue collection.

DLGP was guided by the belief that large-group trainings, with hundreds of trainees in one room, serve little purpose other than generating large and reportable, but misleading, numbers. To be effective, training must be conducted in small, clinic-style groups and highly interactive. The subcontractors delivering training for the project consistently followed this approach, and to good effect.

Capacity building was also an important component in ensuring gender equity, a key cross-cutting activity. DLGP ensured that women were afforded equal opportunity to expand their skills in areas such as local governance issues, participatory planning to determine local priorities, and women in development issues. Of the total number of trainees, 75 percent were women, and 5 of the 11 training subjects were targeted specifically at women.

Results

The trainings conducted by DLGP reached many local leaders throughout the program area. The training tools and modules developed are listed in **Appendix G. Table 1** below lists the training by year and by gender.

Table 1. Training by Year and Gender

Year	Number of Individual Received Training under DLGP	Female	Male
Fiscal year (FY) 2006	2,000	700	1,300
FY 2007	3,877	1,259	2,618
FY 2008	5,962	2,111	3,851
Total	11,839	4,070	7,769

In addition, DLGP trained over 6,597 individuals through the PSP process in all the targeted local governments. The training consisted of seminars, workshops, on-the-job training, and round table discussions.

The gender equity work conducted by Khan Foundation successfully energized women local leaders and convinced them that they could influence the political process. The National Women's Forum has been growing steadily in both prominence and self-confidence, and its continuation should be considered an important part of the political landscape. However, sustainability comes slowly, and it is crucial for a concerned entity to underwrite the Forum's continued growth.

During the life of the DLGP, RTI developed a proactive training program with a mix of short-term training courses and workshops. They were designed with four purposes in mind: (1) to create adequate conditions and an improved working environment; (2) to develop changes through technical assistance; (3) to support capacity building in union *parishads* and municipalities; and (4) to increase participation of women and local communities in local governance. This program was complemented with study tours to West Bengal and the Philippines. The training activities included the design of study programs, materials preparation, and training of trainers (TOT); pilot tests of the study programs; and on-the-job training.

The training was oriented toward action in areas such as PSP, LRM general management and communication, capital investment planning and programming, policy dialogue, and service delivery improvements.

Some concrete examples of the impact capacity improvements on the key stakeholders of the program follow:

Capacity support to local governments. DLGP activities were oriented to improve their service delivery standards in areas such as (1) management capacity; (2) development orientation on physical, social, economic development, gender and environmental perspectives of development; (3) training and skills on resource management, accountability, and transparency (e.g., open budget, development coordination meetings in the model of *gram sabha* in West Bengal *panchayet* system); (4) social awareness; and (5) innovation in management, resource generation, revenue collection, village court, project planning, service delivery, and so forth.

Capacity support to local associations. BUPF and MAB needed to be provided support to transform local associations into meaningful reform advocates. Three elements of the capacity support effort to BUPF and MAB: (1) management capacity; (2) institutional skill; and (3) sustainability.

Capacity support to citizen participation. This impact is best illustrated by the increased role of the local community and women's group in decision making. Their active participation in identifying most pressing local needs, advocating for these needs, and securing their inclusion in the capital investment program of the local government body

is a reality. Rendering of accounts, open budget discussion, and citizen oversight committees have also become part and parcel of the local governance landscape.

II.C Transparency in Public Management and Citizen Participation in Local Decision Making

Task Order Expected Results

The Contractor shall work with relevant actors in local governments to refine, deepen, and institutionalize participatory practices in Bangladesh's local governments through the institutionalization of participatory planning; establish accepted standards for citizen participation in local governance; highlight successful practices which meet or exceed these standards to all relevant actors, including USAID and others in the donor community supporting local development; and share lessons learned country-wide. Participatory planning should be implemented in all target Union Parishads and Pourashavas under this contract. Additionally, at least one other form of citizen participation or transparency initiative must also be carried out in all target local governments within the tenure of the program.

II.C.1 Participatory Strategic Planning

Activities: DLGP introduced, adapted, and implemented PSP, an innovative system to engender meaningful citizen participation in local governance. PSP was developed by RTI in Latin America and was carefully adapted to the Bangladesh context. The key PSP steps are presented in **Appendix E**. PSP was implemented in the northwestern program area by subcontractor Uddipan and in the southwestern area by South Asia Partnership (SAP). Efforts in the south were severely challenged by Cyclone SIDR in November 2007. However, through strenuous efforts by SAP and DLGP and the commitment of the local leaders and citizens, the program was completed in all local governments with only a 1-month delay.

Result. PSP was initiated in all 85 partner local governments. As a result of internal problems in the municipality of Bakerganj, PSP assistance was terminated there, with USAID's concurrence. Nonetheless, in 3 months of activity in Bakerganj, as many as 100 citizens became involved, and local officials learned much of the process, so that substantial value was achieved. In all of the other 84 local governments, the PSP program was completed successfully. As mentioned earlier, over 6,597 individuals were trained through this activity.

PSP local leaders and citizens were able to establish a dialogue that helped build mutual trust. Chairmen learned that good governance could also be good politics. Council members had the opportunity to play a more active role in the affairs of the community. Citizens found proof that government could be responsive and that their voices could matter. By the innovative system of gathering and analyzing data and then prioritizing and pricing projects, all learned that reality and hope are not mutually exclusive.

There are several salient features of PSP that distinguish it from other citizen engagement activities. For example, the strong effort to include all segments of the community draws unique interest groups such as a group of rickshaw pullers. Similarly, the realistic approach to identifying the cost of a desired project makes a PSP different from those that, in the final analysis, are merely wish lists. The prioritization component also lends a much-needed element of realism and an understanding of the need to examine and plan for the long term.

As a result, each local government has a citizen-shaped strategic plan to serve as a development road map and attract investors or other funding agencies. These plans were printed in Bangla and English and provided to the localities to guide their efforts and demonstrate the legitimacy of their plans.

Several program contributions encouraged chairpersons, mayors, and council members to further involve the community in local affairs such as follows:

- Overall financial analyses in an easy-to-understand format; and
- Analysis of benefits of the new mechanisms for participation and transparency that have been applied.

Mayors, councils, and municipal employees traditionally did not consider themselves as a team on call and at the service of the citizen client.

- In general, employees and council municipal members often were as ill-informed as the average citizen in terms of the status of local policy and finances.
- Council members and employees have responded well to increased involvement and training, which is held within the local administration.

The general concept of a citizen advisory group is now well-received by local councils, although each council has its own approach for how quickly the process should move, and how receptive the council should be to input from citizens groups.

Under the guidance of RTI's PSP Expert Aldo Miranda, a comprehensive PSP manual, tailored to the Bangladeshi environment, was developed. This manual has been published in Bangla and English and provided to all local partners, local government associations, and the international donor community.

II.C.2 Participatory Capital Investment Program

Activity: An innovative component implemented as part of PSP is the Participatory Capital Investment Program, which builds on the intensive participatory nature of PSP by applying hard analysis to the projects desired by the citizens. It examines priority, realistic cost, local ability to contribute, and potential external funding sources.

Result. Each of the 84 PSP localities has a capital investment plan that is worthwhile and achievable because it is based on both the wishes of the citizens and an accurate assessment of prospects for implementation.

II.D Identifying Sustainable Alternate Funding Sources

Task Order Expected Results

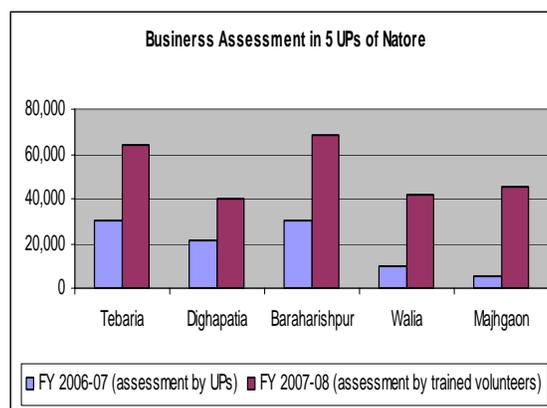
The Contractor shall work with the local governments to investigate and identify alternative sources of funding that are sustainable. The Contractor will identify at least three alternative sources of funding, and work within the selected Union Parishads and Pourashavas so that each one supported under this program field tests at least one of these three sources by the end of the program.

Activity: In this program component, DLGP applied the expertise of RTI Local Finance Expert Stephen V. Pereira, who guided the design and implementation of the LRM. DLGP worked directly and through its subcontractor Democracy Watch to support 3 municipalities and 15 union *parishads* in achieving increased assessment rates and collection of locally controlled taxes. This entailed raising the awareness of both local leaders and citizens about the opportunity to increase own-source revenues and the importance of taking advantage of that opportunity.

Result. Dramatic increases were achieved in both assessment and collection. In effect, local governments proved that while they sought more authority, they could and did do much more with their current authority. An illustration of some of the increases experiences in a sample of union *parishad* are shown in **Table 2** (below).

The business tax assessment shows a dramatic variation in tax assessed values between FY 2006 and 2007. This dramatic increase is the result of updating the tax rolls of business enterprises in the respective union *parishads* (see **Table 2** below). This effort was conducted by DLGP in selected union *parishads* and involved a participatory process with the involvement of the local community.

Table 2. Business Assessment in Five Union Parishads



The increases have not been uniform, while Majhgaon presents an interesting case of a seven-fold increase in its collection over its smaller base in FY 2006. Baraharishpur

experienced the highest tax assessment in absolute terms—69,000 takas—followed by Tebaria.

USAID’s DLGP provides a noteworthy demonstration of how it is possible to increase local revenues within an existing legislation, although these increases are a very small fraction of the total budget in some cases. However, it serves as a platform to promote policy reform at the national level.

II.E Windows of Opportunity

Task Order Expected Results

The Contractor shall explore and avail new windows of opportunity both in-country and outside to inject into the program new ideas, best practices, and models in order achieve the overall objectives of the program. The Contractor may conduct participant training, study tours, observational trips, surveys, and special studies, as appropriate. At least three new and innovative ideas must be put into practice in the target local governments during the life of the program.

II.E.1 Training in Disaster Management

In the aftermath of Cyclone SIDR, USAID requested that DLGP explore ways to use any available funds to work in the affected areas in southern Bangladesh. It was noted, however, that DLGP was to limit any efforts it designed to the kinds of activities called for in the Task Order (i.e., technical assistance on governance issues). In response to the Mission’s directive, DLGP immediately initiated activities focusing on governance and public administration challenges related to disaster relief and mitigation planning in the southwestern districts of Bangladesh most critically impacted by cyclone SIDR. DLGP designed and successfully implemented two innovative activities:

1. DLGP’s partner on gender issues, Khan Foundation, was tasked with implementing a training program for women local leaders on the special and specific roles that women can fulfill before, during, and after a natural disaster. This training was delivered to 555 elected local women officials.
2. DLGP designed a unique process, drawn from PSP, to help local leaders bring citizens into the process of prioritization and distribution of relief supplies and work. This Participatory Democratic Distribution process was implemented by partner and USAID grantee Rupantar with 320 local leaders in 15 union *parishads*.

II.E.2 Local Governance Training

Two DLGP technical coordinators and one representative each from MAB and SAP attended a USAID training program on financial management in Bangkok, Thailand, adding to the intellectual capital of the local governance sector.

At the request of USAID, DLGP arranged for and funded the participation of two Rupantar officials, Chief Executive Swapan Guha and Director Rafiqul Islam Khokan, in the world-renowned Duke University Center for International Development Program on Fiscal Decentralization and Local Government Financial Management. Because these two leaders are so active, influential, and committed to local governance work, this training will bring significant value to the citizens of Bangladesh.

II.E.3 Study Tours

Through Rupantar, DLGP conducted a study tour to West Bengal for 19 union *parishad* elected officials. The participants will apply to the knowledge gained in their own communities' in a very similar but more developed environment.

DLGP organized a study tour to the Philippines in August 2008. The goal was to bring together the key institutions concerned with local governance in Bangladesh and have them meet with their counterparts in the Philippines, while at the same time developing relationships and beginning a dialogue among themselves. The institutions represented on the tour were the Ministry of Local Government, Rural Development, and Cooperatives; the Economic Relations Division (ERD) of the Ministry of Finance; the National Institute for Local Government (NILG); BUPF; MAB; Rupantar; Democracy Watch; and Khan Foundation. The expectations were fully realized, and the participants brought back to Bangladesh new knowledge and new relationships among themselves, all of which will contribute to a more collaborative approach to local governance by these key institutions.

The study tour took place August 17–28, 2008. The objectives of the study tour were to provide the participants a better understanding of, and raise their capacity regarding, key local governance issues, including

- Capacity-building techniques and institutions;
- The role of the central government ministry of local government;
- The management of a local government association; and
- The roles of local government association.

Twelve participants from MAB, BUPF, the Ministry of Local Government, Rural Development, and Cooperatives; ERD of the Ministry of Finance, NILG, Rupantar, Democracy Watch, Khan Foundation, and RTI and DLGP staff members participated in the study tour.

Participants were able to observe and understand both the unique model of decentralization in the Philippines and its benefits. The involvement of private and public universities with the municipalities was new to them. The local government units are very well-respected and accessible to the citizens. The citizens' participation was visible in all the activities of the local governments. The tenure of elected officials is 3 years, and one cannot run more than 3 consecutive terms.

The Philippines central government is pro-active in its support of local governments. It provides 40 percent of the national budget to the local governments. The Local Government Academy and Bureau of Local Government Supervision are working together with the Leagues of Municipalities and Barangies. The Leagues are democratically elected and accountable to its members. In all respects they try to maintain transparency. The municipalities and *barangies* (village-level local government) are equipped with logistics, resources, and authority.

Study tour participants were from different offices related to DLGP and equally distributed by gender. The study tour organizer managed the program very professionally. The RTI Philippines office provided all necessary supports on time. Most of the participants were interactive, and sharing sessions were very lively. The program was unique because it combined both academic and practical observation.

The study tour provided the DLGP participants a possibility to explore twinning and information sharing with their counterparts in the Philippines in the future. Based on the participants' demand, some of the programs were added, such as visiting of waste management center, visiting *barangies*, visiting City Hall, etc. Adequate handouts and reading materials were provided to participants.

III. Report for Final 6-Month Period (April to September 2008)

In accordance with instructions from the USAID Cognizant Technical Officer, a separate 6-month report was not prepared for the final period of the program. The activities and results described above include those achieved in the final 6 months. The following specific events took place during the final 6-month period.

The final 6 months of DLGP were occupied with final implementation of program activities and preparation for a smooth closedown. The change in COPs requested by USAID, followed by Cyclone SIDR, caused some programmatic delays, but all activities were successfully completed.

III.A Policy

DLGP continued its work at the national level to stimulate debate over the important questions concerning decentralization of authority.

- Four PAFs were held. Subjects included the new (1) Municipal Ordinance; (2) Role of the Media in Strengthening Local Governments; (3) Local Government Committee: Expectations and Reality; and (4) LRM.
- DLGP produced three episodes of a TV talk show, titled *Sthanio Sarkerer Khomotayan (Strengthening Local Government)*. The main topics discussed on the talk show included “Formation of Local Government Commission in

Bangladesh,” “PSP,” and “Tax Collection,” for increasing LRM by local governments. These episodes were intended to address key local governance policy issues to raise awareness and serve as advocacy for local governance and increased participation of civil society in local governance

- Three research studies were presented. These papers addressed the authorities of local government, particularly the limitations, and the local revenue generating options.
- A newspaper supplement and two issues of *Amader Sarker* were published, and a TV program was produced. All addressed the importance of devolving more authority to local leaders.
- Six BUPF divisional workshops, six BUPF divisional or district committee meetings, five BUPF standing committee meetings, and one BUPF Iftar meeting were held. Through these events, BUPF significantly increased its connection with local leaders throughout the country and solidified the structural base of the association. They gave both visibility and credibility to the association leaders among the members.

III.B Capacity Building

- Democracy Watch conducted Year Three training on management and finance. These trainings continued DLGP’s program of preparing local leaders for the assumption of additional responsibilities in the most critical area—local finance. As with all DLGP trainings, these were gender-balanced and delivered by Bangladeshi experts.
- Six BUPF divisional committee trainings and one BUPF central committee training were conducted. The association training addressed the need to build the capacity of association leaders while assisting them to assume a more influential place in the national debate.
- A meeting of the National Women’s Forum was held.
- Disaster management training for women was conducted by Khan Foundation.
- Local government management training was conducted by Rupantar.

III.C Transparency

- The PSP report template was revised and finalized. This ensures that all PSP reports have a branded format that will be recognizable and influential. This should also apply to future PSP localities implemented by USAID or other donors, by the Government of Bangladesh, or local communities. It simplifies the development of the PSP and clarifies it for the lay reader.
- The National Women’s Forum meeting was attended by 100 women local leaders and was enthusiastic and productive. This was an important step toward the

establishing sustainability of the Forum as a strong voice for women in local government.

- The PSP manual was finalized and printed in English and Bangla. The English version will be used by local leaders to explain to international prospects the thorough and effective participation process employed to develop local strategic plans. The Bangla version will be useful for the long-term monitoring and updating called for by PSP.
- Sixty-eight PSP reports were finalized and printed in English and Bangla. This brought to a successful conclusion the DLGP plan to implement PSP in 85 local governments.

III.D Local Resource Mobilization

- LRM training was provided to 13 local governments. The results are set forth on page 13 in this report. The pilot work is, in itself, important to the participating local governments but the larger value has been the demonstration to other local governments, the Government of Bangladesh and the international community of the capabilities and untapped potential residing in local leaders. The results of these LRM pilots are provided on pages 13–14 of this Final Report.

III.E Windows of Opportunity

- Participatory Democratic Distribution training was conducted by Rupantar. This activity was in response to the urgent request of USAID that DLGP apply any available resources to assistance in the SIDR-affected regions of the country. DLGP designed a unique activity to meet this request by applying the principles of PSP to disaster management and developed Participatory Democratic Distribution. This model uses PSP citizen participation techniques to help local communities assess and prioritize the application of relief supplies after a disaster.
- The Philippine Study Tour was implemented with great success. The participating Bangladeshi institutions were the Ministry of Local Government, Rural Development, and Cooperatives, ERD, NILG, BUPF, MAB, Democracy Watch, Khan Foundation, and Rupantar. The program was designed to address issues of cooperation among the stakeholders including capacity-building, decentralization and policy reform. Meetings and dialogues were held with all the relevant counterparts in the Philippines and all participants returned with much new information and enthusiasm. A separate report was submitted to USAID and is summarized in **Section II.E.3** of this Final Report.

IV. Key Lesson Learned: Commitment as a Condition for Success

The overriding lesson learned from DLGP is that successful program implementation depends on the commitment of the local governments to the institutional agenda. DLGP made commitment a guiding principle in working with the selected local governments: A Memorandum of Understanding was signed with each local government. For the most part, the commitment was accompanied by will, as demonstrated by the work that has been carried out in 84 of the 85 local governments included in the program.

IV.A Structure of Technical Assistance

IV.A.1 Balancing Long- and Short-Term Technical Assistance

Both long- and short-term technical assistance are necessary for maximum benefit to the client. Strengths of long-term technical assistance are the opportunities to develop trust and understanding and to provide continuity and follow up in project implementation. However, a modest amount of short-term technical assistance is a helpful catalyst for change and a welcome technical addition to complement the work of the resident advisors.

It appears to have been a wise decision for DLGP to emphasize long-term technical assistance, balanced by short-term assistance to provide key strategic inputs as needed in PSP, LRM, and strengthening of local government associations. Good examples of the effective use of short-term technical assistance include: (1) support for the organizational development of the local government associations through creation of member databases, financial management guidelines, and a manual on parliamentary procedure; (2) adaptation of the Participatory PSP methodology to Bangladesh; (3) the resource mobilization model and financial forecasting methodology; and (4) the Participatory Capital Investment Program approach.

IV.A.2 Building Local Capacity to Ensure Sustainability through Local Implementing Partners

The DLGP strategy was to work closely with local implementing partners trained in the various methodologies and supported their technical implementation. As a result, the program leaves in place an implementing organization with the capacity to replicate, adapt, and apply these approaches after the program has ended. All of the methodologies have been tailored to the local context and translated into the local language. DLGP leaves proven intellectual capital that has yielded results in several regions of the world, including Latin America and Southeast Asia.

IV.B The Content of Program Assistance

DLGP has made progress in realizing many of its goals in the governance sector. However, no one would argue that the job is complete. Indeed, a number of daunting challenges still face the caretaker government as it prepares to hand over power to a democratically elected government. The following sections briefly describe some of these challenges and the lessons that DLGP brings to each.

IV.B.1. Participatory Strategic Planning

Change in individual, group, and institutional attitudes and patterns of behavior is a long and slow process. It is relatively easy, from a technical point of view, to build a water system or to provide the mechanics of a garbage system. It is, however, far more difficult to involve the community in prioritizing needs and in making key decisions leading to its increased involvement; to convince chairmen/mayors and council members to have open budget hearings and render accounts to the public; and, in general, to implement all the actions that lead to sustainable services and effective organizations.

Chairmen or mayors and other council members or councilors tend, initially, not to want to further involve the community in key policy decisions. Most chairmen have been involved in community participatory decision making only to the extent of holding some public hearings. However, through DLGP, transparency and accountability mechanisms eventually convinced chairmen that it was to their benefit to hold open budget hearings; to render accounts regarding the execution of the budget, its destination, and the use of the funds; to carry out radio talk shows; and generally to involve the community in determining local needs.

Several program contributions encouraged chairmen and council members to further involve the community in local government affairs:

- In the creation of the technical unit, union *parishad* chairmen have benefited from the participation of members of the local community, as they are understaffed.
- Analysis has shown the benefits of the new mechanisms for participation and transparency that have been applied.
- Union *parishads* have a better understanding of their financial situations and the potential for improving local revenue mobilization.

Chairmen or mayors, council members or councilors, and local government employees traditionally did not think of themselves as a team on call and at the service of the citizen client. In this respect, the following lessons were learned:

- It is important to involve council members and municipal employees in efforts to increase communication between the local government and the community.
- In general, council members and employees often were as ill-informed as the average citizen about the status of local government policy and finances.

- Council members and employees have responded well to increased involvement and training, which is held within the local administration.
- Low levels of education and the turnover of local employees increase both the difficulty and the importance of training.

The concept of a citizen advisory group (i.e., the Citizen Oversight Committee) is now generally well-received by the local councils, although each council has its own approach for how quickly the process should move and how receptive the council should be to input from citizens' groups. The advisory group needs to: organize around specific objectives; guarantee the motivation of the citizens involved; and provide an opportunity for the council to see concrete benefits of working more closely with citizens.

For the participation-related activities and processes to continue beyond the end of the program, a minimum level of qualified personnel is required. The minimum level of personnel required depends on the size of local governments and availability of personnel through a robust civil service system. The desired level of personnel and how to engage them in the union *parishads* requires strong advocacy and dialogue with the national government on how to proceed with further devolvement of responsibilities to the lower levels of government and how to increase their fiscal authority and autonomy. Demand-driven training and further technical assistance are much needed. Interruptions in such programs impact the momentum for institutional development. Capacity building is a long-term endeavor.

Although customer service is recognized as important to overall efficiency and good management, it has been neglected in the local government environment. DLGP did not perceive a high level of interest in customer service on the parts of chairmen, council members, or the community, nor widespread willingness or enthusiasm regarding implementing mechanisms to improve customer service.

As the PSP developed, regional government officials began to become involved. In most areas, local *upazila nirbhai* officers participated; in fact, one officer officially requested that DLGP extend PSP into other union *parishads* in his *upazila*.

IV.B.2 Local Resource Mobilization

Key Lessons Learned

Initially, chairmen or mayors and council members or councilors tended not to want to engage the community in dialogue regarding municipal finances. However, communication with the community was more acceptable to these officials when they themselves (and their key employees) better understood the issues and their financial situations and thus were prepared to engage in substantive dialogue with the citizenry. One such example was provided in Patuakali, where the citizenry and local officials engaged in active debate on the use and application of funds and the resulting trade-offs. The following are additional lessons learned:

- When members of local councils understand the costs of municipal services and overall local finances, they are more willing to set fees to recover costs.
- Own-source revenues have potential for improvement, and some of the local governments in Natore were able to significantly increase their own-source revenues. The other two districts include Rajshahi and Jessore, where tax assessments on both business and holding taxes were very promising. However, without further tax reform and the rationalization of taxes, further increases will be marginal.
- The administrative measures of the cadastre, collection, and recovery of delinquent accounts will have limited roles in the collection of local government income without implementation of local tax reforms.
- For the results to be sustainable, fully trained and experienced local government personnel are required.

Key Recommendations

Local own-source revenues can be increased via several types of technical assistance interventions, including revamping and improvement of tax records and updating the tax rates and tax base. However, as local governments in Bangladesh have limited own-source revenue bases, policy reform also is urgently needed to broaden local governments' taxing authority and revenue bases. Various options should be examined.

To further improve efficiency and effectiveness in expenditures, the real priorities are as follows:

- Introduce a multi-year planning, programming, and budgeting process and develop preparation guidelines, including design standards and unit costing procedures. Require that rehabilitation and replacement be shown separately from new facilities, with projected budgets of maintenance activities.
- Formally support implementation of accounting and budgeting improvements in local governments.

IV.B.3 Central-Local Fiscal Transfers

Key Lessons Learned

The central government is moving in the right direction on fiscal transfers, but slowly. The problems with the current system have been documented and may be summarized as follows:

- Lack of formal criteria for allocating transfers, but an increasing tendency, at least in part, to use poverty alleviation as a target.
- Lack of incentives built into the grant system to promote better resource mobilization at the local level.

- Lack of formal mechanisms to guarantee stability in the transfers, so that local governments can budget accurately from year to year.

Key Recommendations

Although progress on reforming the system of central–local transfers is slow, it is occurring. There is an opportunity to accelerate this process, primarily if USAID will assist the central government in examining alternative allocation schemes and in measuring the impacts of transfers in a timely manner. Part of this assistance should also be directed at building staff capacity of pertinent institutions within the central government. Consideration also should be given to the role of these funds with respect to the local governments that will never have financial viability because of their sizes, conditions, and levels of poverty.

The following are key recommendations for intergovernmental transfers:

- Continue increases in block grants, already in progress, toward relatively more local government expenditures in aggregate investment. Specifically, this means continuing to move some sources of funding, such as block grants, into channels for PSP. Dialogue with the central government on this issue is needed.
- Examine alternative allocation schemes, and change the existing grant system to give local governments greater discretion in their uses of funds, while still maintaining means of limiting certain grants to particular uses (because of concern that recipient jurisdictions will not use them well). Impacts of the transfers should be measured in a timely manner.
- Carry out studies and empirical analyses of potential changes to the existing system. Such studies will (1) help in obtaining consensus on the most important recommendations, (2) aid in implementing policy and legal changes, (3) target maintenance of infrastructure in addition to investments, and (4) encourage current savings at the local level.
- Improve grant administration and ensure monitoring and evaluation.
- Improve planning and programming of grant allocations, by means such as indicating the amount of grant funding a local government is likely to receive in the following year or making multi-year allocations.

Several countries in South East Asia, Africa, or even Latin America provide lessons learned and suitable models that could be tailored and adapted to Bangladesh.

IV.B.4 Tax Reform

The process for improving, rationalizing, and streamlining taxes has been nonexistent. However, there is clearly a growing recognition that local taxes need to be revised and simplified. Simplification of local taxes, concentrating on a few high-yielding and easily collected taxes, could significantly increase the efficiency and effectiveness of local tax administration. Several examples exist in the regional from which local governments in

Bangladesh could learn from. These include Indonesia, India, and the Philippines. Of these, Indonesia's fiscal reform included revamping and simplification of taxes and user charges that could be a model to study and adapt to Bangladesh.

Although consensus exists that the present tax structure is obsolete, the discussion has remained at the donor level. BUPF needs to recognize how urgent it is to serve as an advocacy agent for local governments on the issue of tax reform.

IV.B.5 Participatory Capital Investment Programming

A cross-cutting problem that became apparent during the PSP process was the need for development of demand-based financing. Local government service planning may need to move in two directions:

- Toward more flexible, local, demand-based capital investment planning that is updated regularly on a rolling cycle.
- Toward long-term infrastructure planning (often called “structure planning”) that guides participatory capital investment programming.

The recommended demand-based financing approach will help local governments to develop financing packages for infrastructure that are (1) based on local demand; (2) suitable for financing from the standpoint of both debt and equity; and (3) sufficiently long term, so that the term of the financing matches the life of the assets.

Appendix A: Local Government Partners

No.	District	Municipality	Union parishad	No.	District	Municipality	Union parishad
1	Bagerhat	Bagerhat		44	Sirajganj	Sirajganj	
2			Gopalpur	45			Kaliaharipur
3			Badhal	46			Purnimagati
4			Karapara	47			Rajapur
5			Satgambuz	48			Bhangabari
6	Satkhira	Satkhira		49			Chongacha
7			Dhulihar	50	Pabna	Bera	
8			Brahmarajpur	51			Malanchi
9			Alipur	52			Dapunia
10			Chandanpur	53			Chartarapur
11			Kushodanga	54			Hemayetpur
12	Barguna	Barguna		55			Bharara
13			Dhalua	56	Natore	Singra	
14			Burirchar	57			Tebaria
15			Chawra	58			Bara Harispur
16			Arpangachia	59			Dighapatia
17			Phuljhuri	60			Walia
18			Aylapatakata	61			Majhgaon
19	Jessore		Arabpur	62	Rajshahi	Charghat	
20			Ramnagar	63			Parlia
21			Chanchra	64			Haripur
22			Fatepur	65			Hargram
23			Kashimpur	66			Harian
24	Khulna	Paikgacha		67			Rishikul
25			Raghnathpur	68	Naogaon	Naogaon	
26			Kailashganj	69			Hapania
27			Laudobe	70			Chandipur
28			Dacope	71			Boalia
29			Tildanga	72			Kaligram
30	Barisal	Gaournadi		73			Gona
31		Bakergonj		74	Bogra	Bogra	
32			Padrisippur	75			Aria
33			Gasua	76			Sultanganj
34			Charbaria	77			Majhira
35			Chandpasha	78			Madla
36			Kashipur	79			Sabgram
37	Patuakhali	Patuakhali		80	Gaibandha	Gaibandha	
38		Kalapara		81			Ghuridha
39			Joinkathi	82			Bonarpara
40			Kalikapur	83			Fulchari
41			Choto Bighai	84			Uria
42			Eatbaria	85			Sahapara
43			Pangasia				

Appendix B: Program Consultants

Long-term Consultants

Name	Title	Tenure
H. Lamar Cravens, J.D.	COP	10/2005–09/2007
William J. Althaus, J.D.	COP	09/2007–09/2008

Short-term Consultants

Name and Position	Subject
Stephen V. Pereira, RTI Home Office Technical Manager	Local government finance
Aldo Miranda, RTI El Salvador	PSP
Daniel L. Goetz, RTI Senior Public Administration Analyst	Association development

Appendix C: Bangladeshi Institutions with Which DLGP Worked (Annotated)

Bangladesh Union Parishad Forum

Association of union parishads: Much strengthened during DLGP tenure.

Municipal Association of Bangladesh

Association of municipalities: Stronger and more active than before DLGP.

Rupantar

Direct USAID grantee and DLGP's lead partner and subcontractor: Very knowledgeable on local governance issues.

Democracy Watch

Supported Policy Advocacy and Local Resource Mobilization.

Khan Foundation

Strong partner and subcontractor on gender issues.

South Asia Partnership

Implementer of PSP in southwestern Bangladesh; achieved solid results even in the aftermath of Cyclone Sidr.

Uddipan

Implementer of PSP in northwestern Bangladesh; achieved solid results.

Power and Participation Research Centre

It engaged to perform local governance research in Year One. Did reasonable work, but frequently failed to meet deadlines; not used thereafter.

Research Evaluation Associates for Development Ltd.

It conducted a baseline survey of 15 municipalities through competitive bidding. This was a well-implemented study.

Appendix D: Policy Advocacy Forums

1. 31 May 2006 Democracy Watch Meeting Room

Discussion and planning meeting on formation of PAFs

Distinguished Discussants: Dr. Salahuddin M. Aminuzzaman, Professor, Dept. of Public Administration, Dhaka University; Dr. Tofail Ahmed, Professor, Dept. of Public Administration, Chittagong University; Mrs. Tahrunessa Abdullah, local governance expert; Mr. Rafiqul Islam Khokan, Director, Rupantar

Other Participants: Representatives from DLGP partner NGOs

2. 05 July 2006 Democracy Watch Conference Room

Strategic planning meeting for formation of PAF

Distinguished Discussants: Dr. Mohammad Mohabbat Khan, Professor, Dept. of Public Administration, Dhaka University; Dr. Salahuddin M. Aminuzzaman, Professor, Dept. of Public Administration, Dhaka University; Dr. Nazmul Ahsan Kalimullah, Professor, Dept. of Public Administration, Dhaka University; Dr. Tofail Ahmed, Professor, Dept. of Public Administration, Chittagong University; Mr. H. M. Nazrul Islam, Democracy Program Specialist, USAID; Mrs. Nilufar Ahmad, Senior Social Scientist, The World Bank; Mrs. Durafshan H. Chowdhury, Senior Program Manager, United Nations Development Programme; Mr. Serajul Hossain, Deputy Director, National Institute of Local Government; Mr. Swapan Guha, Chief Executive, Rupantar; Mr. Lamar Cravens, Chief of Party, RTI-DLGP; Mrs. Taleyah Rehman, Executive Director, Democracy Watch

Other Participants: Representatives from MAB and BUPF, academics, local governance activists, NGOs, donors, and press

3. 24 August 2006 Democracy Watch Conference Room

Discussion meeting on the issues that affect the functioning of local government

Distinguished Discussants: Dr. Salahuddin M. Aminuzzaman, Professor, Dept. of Public Administration, Dhaka University; Mr. Ashoke Madhab Roy, Deputy Secretary, Ministry of Local Government, Rural Development & Cooperatives; Mr. Zoglul Ahmed Chowdhury, senior journalist and columnist; Ad. Ajmat Ullah Khan, Chairman, Tongi Paurashava; Mrs. Taleyah Rehman, Executive Director, Democracy Watch

Other Participants: Representatives from MAB and BUPF, academics, local governance activists, and NGOs

4. 01 July 2007 National Press Club, Dhaka

Strengthening Local Government in Bangladesh: Important Issues and Agendas for Reorganization and Reform

Chief Guest: Dr. Akbor Ali Khan, Former Advisor to Caretaker Government

Distinguished Discussants: Dr. Dilara Chowdhury, Professor, Government & Politics, Jahangirnagar University and Member, Local Government Strengthening Committee 2007; Dr. Nazmul Ahsan Kalimullah, Professor, Dept. of Public Administration, Dhaka University; Dr. Salahuddin M. Aminuzzaman, Professor, Dept. of Public Administration, Dhaka University; Advocate Rokhsana Khandker, Executive Director, Khan Foundation

Other Participants: Representatives from MAB and BUPF, academics, local governance activists, NGOs, donors, and press

5. 29 July 2007 CIRDAP Auditorium, Dhaka

Presentation and Discussion on Recommendations for Local Government Reform

Chief Guest: Mr. Safar Raj Hossain, Secretary, Local Government Division, Ministry of Local Government, Rural Development & Cooperatives

Distinguished Discussants: Professor Mozaffar Ahmed, Civil Society Activist; Dr. Salahuddin M. Aminuzzaman, Professor, Dept. of Public Administration, Dhaka University; Dr. Dilara Chowdhury, Professor, Government & Politics, Jahangirnagar University and Member, Local Government Strengthening Committee 2007; Dr. Badiul Alam Mojumder, Member, Local Government Strengthening Committee 2007

Other Participants: Representatives from MAB and BUPF, academics, local governance activists, NGOs, donors, and press

6. 27 September 2007 CIRDAP Auditorium, Dhaka

Union *Parishad*'s Role in Service Delivery: People's Expectation and Present Scenario

Distinguished Discussants: Mr. Mahbulul Alam, Former Advisor to Caretaker Government; D. Tofail Ahmed, local governance expert; D. Amirul Islam Chowdhury, Ex Vice Chancellor, Jahangirnagar University; D. Mohammad Mohabbat Khan, Professor, Dept. of Public Administration, Dhaka University; Tahrunnesa Abdullah, local governance expert; Dr. William J Althaus, Chief of Party, RTI International; Ataus Samad, Advisory Editor, *Daily Amar Desh*

Other Participants: Representatives from MAB and BUPF, academics, local governance activists, NGOs, donors, and press

7. 2 August 2008 VIP Lounge, National Press Club, Dhaka

“Local Government Commission: Expectation and Reality”

Distinguished Discussants: Alhaj Advocate Rahmat Ali, Chairman of Local Governance Commission 1997; Dr. Abdur Razzak, Former MP; Dr. Badiul Alam Mazumder, Member of Local Government Strengthening Committee 2007; Dr. Mohammad Mohabbat Khan, Professor of Public Administration, Dhaka University; Dr. Salahuddin M. Aminuzzaman, Professor of Public Administration, Dhaka University

Other Participants: Representatives from BUPF, academics, local governance activists, NGOs, and press

8. 11 August 2008 VIP Lounge, National Press Club, Dhaka

Municipality Ordinance 2008: Review by MAB

Distinguished Discussants: A.K.M Mozammel Haque, Mayor, Gazipur Pourashava; Lt. Col. (Rtd.) Md. Faruk Khan, Former MP; Md. Azmatullah Khan, Mayor, Tongi Pourashava; Dr. Salahuddin M. Aminuzzaman, Professor of Public Administration, Dhaka University;

Tahrunnesa Abdullah, local governance expert; Muhammad Jahangir, Executive Director, CDC

Other Participants: Representatives from MAB, academics, local governance activists, NGOs, donors, and press

9. 14 August 2008 CIRDAP Auditorium Dhaka

Study Report Presentation & Discussion Meeting

Distinguished Discussants: Prof. Dr. Mohammad Mohabbat Khan, Department of Public Administration, Dhaka University; Prof. Dr. Salahuddin M. Aminuzzaman, Department of Public Administration, Dhaka University; Dr. William J. Althaus, Chief of Party, DLGP-RTI; Dr. Nazmul Ahsan Kalimullah, Department of Public Administration, Dhaka University; Prof. Dr. Amirul Islam Chowdhury, Ex Vice Chancellor, Jahangirnagar University

Other Participants: Representatives from MAB, academics, local governance activists, NGOs, donors, and press

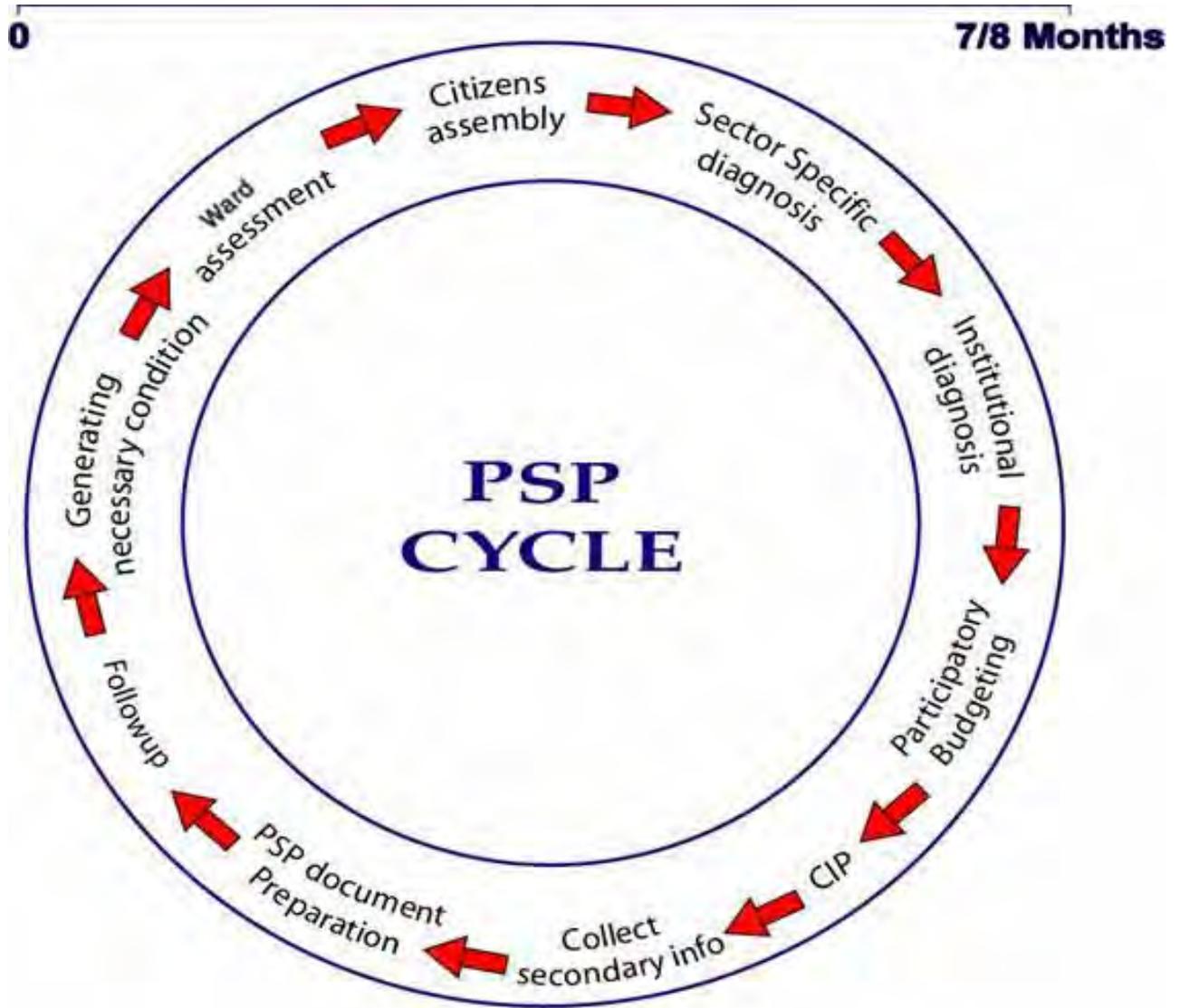
10. 27 August 2008 Diploma Engineers Association, Dhaka

Role of Media in Strengthening Local Government

Distinguished Discussants: Md. Mahbubul Alam, Former Advisor to the Caretaker Administration and Editor, *The Independent*; Md. Mahfuz Ullah, eminent columnist; Md. Jahangir, media personality; Md. Hasan Shahrier, President, Commonwealth Journalist Association; Jaglul Ahmed Chowdhury, Chief Editor, *Bangladesh Sangbad Sangstha*; Prof. Latifa Akand, Chairperson-Governing Body, Democracy Watch; Mr. Kamrul Hasan Monju, keynote presenter

Other Participants: Representatives from MAB, academics, local governance activists, NGOs, donors, and press

Appendix E: Steps in Participatory Strategic Planning



Appendix F: Research Studies Commissioned and Presented

- 1 An in-depth assessment of the situation facing local governments and potential improvements to their developments (institutional mapping study)
- 2 Baseline survey of the services delivered by 15 municipalities of Bangladesh
- 3 Preparing an inventory of local government laws
- 4 A study on the status of business tax collection systems in union *parishads*
- 5 Study on options for long-term legislative and near-term policy reform
- 6 Study on local government revenue generation techniques
- 7 Study on the design of options for legislative and policy reforms
- 8 Preparing a resource and opportunity profiles on meso-economy
- 9 Study on tax payment behavior of union *parishad* citizens
- 10 Study on defining the criteria for qualifying the receipt of national and international funding
- 11 Study on the legal and practical constraints preventing local governments from performing their constitutionally defined roles
- 12 Survey on union *parishad* tax collection in two districts (in Bangla)

Appendix G: Training Tools and Modules Developed

- 1 Office management manual and guidelines for local government associations
- 2 Module on preparing budget and financial management in union *parishads* (in Bangla)
- 3 Parliamentary procedure in running meetings for local government associations (MAB and BUPF)
- 4 Financial management guidelines for local government associations (MAB and BUPF)
- 5 Module on roles and responsibilities of elected women leaders in local government bodies
- 6 Module on training for elected women leaders to support the communities during and after disaster
- 7 Module on disaster management by local leaders
- 8 Module on role of the union *parishad* and its elected representatives
- 9 Module on direct block grants to union *parishads* and project management
- 10 Module on office and financial management and documentation
- 11 Module on financial management and resource mobilization for local government leaders
- 12 Source Book 1: Policy-making for local governments
- 13 Source Book 2: Leadership in local government
- 14 Source Book 3: Public relations for the elected representatives
- 15 Source Book 4: Self development for the trainers