



Sector Action Plan

Local Government and Rural Development



Agriculture, Water Resources and Rural Institutions Division
Bangladesh Planning Commission
Government of the People's Republic of Bangladesh



Sector Action Plan Local Government and Rural Development

Agriculture, Water Resources and Rural Institutions Division
Bangladesh Planning Commission
Government of the People's Republic of Bangladesh

June 2023

Sector Action Plan

Local Government and Rural Development

Editorial Board

Dr. Anjan Kumer Dev Roy, Additional Secretary, AWRRID, Planning Commission
Mohd. Enamul Haque, Joint Chief, AWRRID, Planning Commission
Md. Mofidul Islam, Chief (Rtd.), Government of the People's Republic of Bangladesh
Md. Samsul Islam, Deputy Chief and Project Director, AWRRID, Planning Commission
Md. Saiful Islam Mondal, Deputy Chief and Deputy Project Director, AWRRID, Planning Commission

Prepared and Published by

Agriculture, Water Resources and Rural Institutions Division
Bangladesh Planning Commission
Government of the People's Republic of Bangladesh
Sher-e-Bangla Nagar, Dhaka 1207, Bangladesh

Copyright © Agriculture, Water Resources and Rural Institutions Division
Bangladesh Planning Commission, June 2023

Cover Designed by

Agriculture, Water Resources and Rural Institutions Division
Bangladesh Planning Commission
Government of the People's Republic of Bangladesh

First Published: June 2023

Printed by

Chhoa
19/A Lake Circus, Kalabagan, Dhaka-1205



M. A. Mannan, MP

Minister

Ministry of Planning

Government of the People's Republic of Bangladesh and
Vice Chairman, Bangladesh Planning Commission

Message

I would like to congratulate the Agriculture, Water Resources and Rural Institutions Division of Bangladesh Planning Commission for preparing the Sector Action Plan on 'Local Government and Rural Development'. The document provides a comprehensive picture of sector goals, performances, opportunities, challenges and above all identifies policies and strategies with elaborate actions that would support the Eighth Five Year Plan and visions of the government. It also demonstrates the role of our government agencies in developing the local government and rural development sector in partnership with other government institutions, private sector, development partners, local government bodies and non-government organization.

Effective implementation of the Sector Action Plan will mostly rely on the actions taken by the respective ministries/ divisions and stakeholders. I would therefore call upon all concerned to put their attention and devotion for realizing the goals and targets of this plan so that we can meet our development aspirations. This plan is part of the process of establishing a prosperous country within the stipulated timeframe.

I would like to take this opportunity to thank the Agriculture, Water Resources and Rural Institutions Division officials for their initiative and hard work, as well as different ministries/divisions for providing their valuable inputs, and the Formulation of Sectoral Plan & Capacity Development of Concerned Officials for more Effective Public Investment Project for their support in the preparation of this important document.

(M. A. Mannan, MP)



Dr. Shamsul Alam

State Minister

Ministry of Planning

Government of the People's Republic of Bangladesh

Message

I am delighted to learn that the Agriculture, Water Resources and Rural Institutions Division of Bangladesh Planning Commission is publishing the Sector Action Plan on 'Local Government and Rural Development'. The document is to ensure that ministries/divisions can play their constructive and meaningful roles in planning to achieve the Eighth Five Year Plan and Sustainable Development Goals and Targets. This document is unique because it brings together the responsible agencies so that the ministries/ divisions can deliver their assigned tasks in a harmonized way. The Eighth Five Year and SDG Targets are comprehensive and interconnected and thus call for a holistic approach in their implementation. Under the prudent leadership of the Honorable Prime Minister and her strong commitment, the Government of Bangladesh has played an important role in shaping our for Vision 2041.

I take this opportunity to thank the Agriculture, Water Resources and Rural Institutions Division officials for extending their efforts in preparing the Sector Action Plan. The technical and financial support provided by the Formulation of Sectoral Plan & Capacity Development of Concerned Officials for more Effective Public Investment Project also deserves special thanks. I also acknowledge the support and invaluable contribution of the different ministries/divisions and agencies throughout the process.

(Dr. Shamsul Alam)



Satyajit Karmaker

Secretary
Planning Division
Government of the People's Republic of Bangladesh

Message

It is indeed a pleasure for me to present the Sector Action Plan for Local Government and Rural Development which has been prepared by the Agriculture, Water Resources and Rural Institutions Division of Bangladesh Planning Commission. The division has taken the initiative to prepare the Sector Action Plan to implement 8th Five Year Plan and Sustainable Development Goals and Targets. The Sector Action Plan provides a comprehensive picture of sector goals, performances, opportunities, challenges and identifies policies and strategies with elaborate actions that support the 8th Five Year Plan and visions of the government.

Sector Divisions of the Planning Commission are primarily responsible for preparation of their own Sector Action Plan as a leaf out of the national plan through a process of active stakeholder consultation and participation. Concerned Sector Division and General Economics Division of Planning Commission work in close partnership for ensuring consistency and coherence between the FYP and Sector Action Plans. Programming Division will allocate resources based on approved Sector Action Plans. Sector Division and concerned line Ministries/ Divisions are responsible for monitoring and reporting on the implementation of Sector Action Plans. Association of all stakeholders in preparation of the Sector Action Plan is important as implementation relies on the Action Plan formulation deepens its ownership and acceptance of the plan, and thus increases its chances of effective assimilation and implementation of plan objectives and targets.

A provision of preparing Sector Action Plan was kept in the project titled "Formulation of Sector Plan and Capacity Development of Concerned officials for more Effective Public Investment" which was implemented by Agriculture, Water Resources and Rural Institutions Division.

Finally, I would like to express my sincere thanks and gratitude to all concerns for providing strategic guidance and inspiration to prepare the Sector Action Plan.

(Satyajit Karmaker)



AKM Fazlul Haque

Member (Secretary)

Agriculture, Water Resources and Rural Institutions Division

Bangladesh Planning Commission

Government of the People's Republic of Bangladesh

Message

Bangladesh government is committed to attain Sustainable Development Goals (SDGs) which has been manifested in the development plans including in the Eight Five Year Plan (2020-25). Agriculture, Water Resources and Rural Institutions Division has taken the initiative to prepare the Sector Action Plan (SAP) on 'Local Government and Rural Development' to implement 8th Five Year Plan and Sustainable Development Goals (SDGs) and Targets. The Sector Action Plan seeks to provide a comprehensive picture of sector goals, performances, opportunities, challenges and above all identify policies and strategies with elaborate actions that support the 8th Five Year Plan and visions of the government. This document is first of its kinds to demonstrate the role of government agencies in developing the local government and rural development sector.

This document will add value and support ministries/divisions/agencies to understand their roles and responsibilities clearly and that, in turn, will help to contribute in achieving the 8th Five Year Plan and Sustainable Development Goals (SDGs) and Targets. In addition, this document will help the ministries/divisions to charter its own programs and intervention for accelerated achievement of the 8th Five Year Plan and SDGs.

I express my gratitude to all the relevant ministries, divisions, and agencies for their support in preparing the Sector Action Plan. I am thankful to all my Colleagues for their efforts in preparing this important document. I would also like to extend my appreciation to the Formulation of Sectoral Plan & Capacity Development of Concerned Officials for more Effective Public Investment Project for their technical and financial assistance in publishing the report.

(AKM Fazlul Haque)



Md. Sayduzzaman

Chief (Additional Secretary)
Agriculture, Water Resources and Rural Institutions Division
Bangladesh Planning Commission
Government of the People's Republic of Bangladesh

Foreword

I feel happy that 'Sector Action Plan for Local Government and Rural Development' is finally being published. Preparatory process of Sector Action Plan was marked by the infestation of major global catastrophe 'COVID-19', which has caused momentous economic and social challenges.

Prior to the emergence of COVID-19, the performance in terms of major development targets relating to economic growth, socio-economic transformation and poverty reduction was impressive. Sector Action Plan for Local Government and Rural Development is to provide the framework for the identification of public policy initiatives and projects for intervention; and to demonstrate the role of government agencies in developing the local government and rural development sector in partnership with other organization.

I would like to express my heartfelt thanks to Honorable Minister and Vice-Chairman of Bangladesh Planning Commission and Dr. Shamsul Alam, Honorable Minister of State, Ministry of Planning for their strategic guidance and suggestions for finalizing the Sector Action Plan. We are also very much thankful to the Honorable State Minister for leading the preparation of the Sector Action Plan. The ministries and divisions and other stakeholders also owe us a debt of gratitude who were involved in providing useful inputs for the Sector Action Plan. The officials of Agriculture, Water Resources and Rural Institutions Division have put tireless effort in the process of preparing the Sector Action Plan. Finally, I appreciate the contribution of the experts including the participants of the stakeholder's workshop who have contributed in preparing the Sector Action Plan on Local Government and Rural Development.

(Md. Sayduzzaman)



Md. Samsul Islam

Deputy Chief and Project Director
FSP&CD Project
Agriculture, Water Resources and Rural Institutions Division
Bangladesh Planning Commission
Government of the People's Republic of Bangladesh

Preface

I would like to express my gratitude to the Secretary of the Planning Division, Ministry of Planning and Member (Secretary) of the Agriculture, Water Resources and Rural Institutions Division, Bangladesh Planning Commission for Providing their guidance and valuable support for completing this Sector Action Plan for Local Government and Rural Development. Members of Technical Committee and Editorial Board deserve special thanks for their contribution to conduct the study and to embed quality assurance elements in this endeavor.

The Sector Action Plan on Local Government and Rural Development has been prepared by the Agriculture, Water Resources and Rural Institutions Division of the Bangladesh Planning Commission to achieve the goals set in the 8th Five Year Plan. Perspective Plan, Sustainable Development Goals and Five-Year Plan are used to achieve long term goals of socio-economic development. Goals and objectives of these plans are achieved by implementation of annual development program. Sector Action Plans will help to attain the objectives of the national plans. Sector Action Plans are needed to guide the sector implementation path.

It is our firm belief that this Sector Action Plan will help our policymakers, development partners and all relevant stakeholders to guide the formulation of programmes and strategies for attaining goals and assessing accomplishments set forth in 8th Five Year Plan and beyond.

I would like to appreciate the contribution of the Project Directors involved in past to carry out the Project successfully and the officials of AWRRID for their constant support and cooperation in preparing the Sector Action Plan.

(Md. Samsul Islam)

Executive Summary

The present government is giving special emphasis on strengthening local government to bring public services closer to the people and ensure people's participation in the planning process. Action Plan for the local government and rural development sectors has been prepared to achieve the targets set in the 8th Five Year Plan (2021-2025) through Agriculture, Water Resources and Rural Institutions Division of the Planning Commission. In continuation of this, initiatives have been taken to prepare Sector Action Plans under the project titled 'Formulation of Sector Plan for Effective Public Investment and Capacity Development of Concerned Officials' under the Agriculture, Water Resources and Rural Institutions Division of the Planning Commission.

The objective of the Local Government and Rural Development Sector Action Plan is to provide a comprehensive picture of Sector goals, performances, opportunities, challenges and above all identify policies and strategies with elaborate actions and tentative budget that support the Eighth Five Year Plan and visions of the government; to provide the framework for the identification of public policy initiatives and projects for intervention; and to demonstrate the role of government agencies in developing the local government and rural development sector in partnership with other government institutions, private sector, development partners, local government bodies and non-government organization.

Under the dynamic leadership of Honorable Prime Minister Sheikh Hasina, the present government has taken extensive initiatives for the development of the local government system and the development of urban and rural townships. In particular, concerted efforts during the Sixth Five Year Plan and Seventh Five Year Plan have provided opportunities for increased income and employment opportunities for marginalized groups and contributed to Bangladesh's transition to middle-income country status. The main priorities in the Eighth Five Year Plan are – Strengthening Local Government Institutions (LGIs); Encouraging rural township development, engaging in reforming the legal/regulatory framework of LGIs, strengthening local government; Build capacity of LGIs and enhance coordination with central and local government institutions.

The Local Government Division has undertaken several initiatives to improve the governance and financial accountability of local government institutions. Through public financial management reforms, the quality of audit activities has been improved. Web-based financial reporting has been launched for Union Parishads. Among the reform initiatives that contribute to the improvement of LGIs are the strengthening of the annual financial audit and performance evaluation system; Preparing annual financial statements; Strengthening UP audit quality; Establishing an effective MIS system between UP and LGD; Improving service delivery by UP; Institutionalization of financial transactions; block grants to selected municipalities; Assist in project implementation; and Ensuring accountability and transparency through public participation.

One of the challenges for local government departments in achieving the 8th Five Year Plan is that some DPP do not properly specify the Five Year Plan at the time of project formulation; Absence of list of evaluated projects and electronic database; Escalation of project cost and overrun of time acts as a hindrance to the implementation of the Five Year Plan. Inadequate technical capacity to identify, formulate and evaluate quality projects in achieving the objectives of the plan.

The main theme of the Sector Action Plan for Local Government are rural road connectivity, safe drinking water, sanitation and hygiene, solid waste management, urban slum improvement and monitoring of LGIs. For implementation of the 8th Five Year Plan, LGD aims to ensure good governance at the local level and provide better services. As part of this, the activities of LGED includes construction of Union Parishad and Upazila Parishad complex; Construction, reconstruction, widening and maintenance of municipal, upazila, union and village roads; Construction, reconstruction and maintenance of upazila, union and rural bridges/culverts; Construction of rural haats/markets, infrastructure and sales centres; Construction of women's corner in the market; construction of cyclone/flood shelters; Excavation and re-excavation of canals for drainage, irrigation; Construction and maintenance of regulators, cross dams and embankments for flood management; Construction, rehabilitation and maintenance of roads, footpaths, drains, street lights, bus-truck terminals, parking slots and other infrastructure in municipal areas; Construction and maintenance of community sanitary latrines and creation of training and employment opportunities for marginalized women.

Sector Action Plan for Rural Development and Cooperatives focuses on development of rural people; enhancing cooperative activities and improving quality of rural services. The objectives of the Rural Development and Cooperatives Sector in the implementation of the 8th Five Year Plan are to facilitate rural growth and diversify the economy to increase employment and income; reducing rural poverty by focusing on the rural population; promotion of cooperative activities by pooling production and financial resources; ensuring linkages between farmers, non-agricultural workers and markets for marketing of produce and balanced development across the district with special emphasis on poor areas. As part of this, activities of Department of Cooperatives are to organize people through formation of formal/informal groups; creation of additional employment for members of formal/informal cooperatives; providing motivational and income enhancing training to cooperative members and disbursement of credit/capital investment.

Bangladesh Rural Development Board is creating formal and informal groups by organizing rural people; undertake income raising activities for rural people; capital formation through shares and savings for cooperative members; Credit disbursement/capital investment and motivational and income enhancing training for formal/informal cooperative members can be provided. The main activities of the Rural Development Academy are to provide training to beneficiaries, officials, public representatives and NGO workers involved in rural development work through; Conducting research and action research and disseminating research findings through publication; organizing seminars and workshops on rural development; creation of additional employment for formal/informal cooperative members; and disbursement of loans/capital investments. Similarly providing training to beneficiaries, officials, public representatives and NGO workers involved in rural development work through Bangabandhu Poverty Alleviation and Rural Development Institute; conduct research and action research and disseminate research results; and seminars, workshops on rural development are being organized. BRDB and Cooperatives Department have implemented many programs through various livelihood & income generating projects eradicating hunger, poverty and for employment opportunities for rural people. Amar Bari Amar Khamar is a successful project of RDCD for livelihood, poverty alleviation, SMEs, income generating activities and HRD for employment opportunities.

Rural Poverty Alleviation Foundation can mobilize people through formation of formal/informal cooperatives; create additional employment for cooperative members; undertake income generating activities for rural women; capital formation through cooperative shares and savings; Loan Disbursement/ Capital Investment; and training can be provided to beneficiaries, officials, public representatives and NGO workers involved in rural development work. Mobilization of people

through formation of formal/informal cooperatives by Small Farmers Development Foundation; creation of additional employment for cooperative members; Undertake income raising activities for rural people (women); Capital formation through shares and savings for cooperative members; Training can be provided to beneficiaries, officials, public representatives and NGO staff involved in credit disbursement/ capital investment and rural development work. Credit disbursement/capital investment and procurement and marketing of fluid milk, milk products are done through Bangladesh Milk Producers Cooperative Union Limited which can be expanded across the country.

The strategies of the Chittagong Hill Tracts Ministry in the 8th Five Year Plan are to rapidly increase the institutional capacity of the three Hill District Councils, the Chittagong Hill Tracts Regional Council and the Chittagong Hill Tracts Development Board; These organizations effectively implement development projects to achieve sustainable goals in the Chittagong Hill Tracts region; Building institutional capacity through annual performance agreements, national integration strategies, innovation, domestic and foreign training, monthly coordination meetings, monthly development review meetings and project visits; Pursuant to the peace agreement and subsequent laws, assigning responsibility for the overall socio-economic development of the Chittagong Hill Tracts region to the Ministry of Chittagong Hill Tracts; Pursuant to the agreement and subsequent laws, relevant ministries in consultation with the Ministry of Chittagong Hill Tracts and implementing activities in coordination with the Ministry; Special focus on reducing the high incidence of poverty in Chittagong Hill Tracts through resource transfer allocation, selection of rural infrastructure projects related to irrigation, drainage, roads, bridges and culverts, training and research in Chittagong Hill Tracts; Initiatives can be taken to improve access to credit from microfinance institutions and extend social protection to the poor and vulnerable.

Achieving the five-year plan requires intensive monitoring and evaluation activities to ensure accountability and transparency at the field level and ensure proper utilization of resources to achieve development goals. It is crucial to ensure integrated human resources, financial systems and accountability using various tracking systems. Results-based MIS system needs to emphasize on public expenditure and achievement of objectives to strengthen good governance.

Table of Contents

Message	iii
Executive Summary	xv
Table of Contents	xix
List of Tables	xxi
List of Figures	xxii
Acronyms and Abbreviations	xxiii
Chapter 1: Introduction	3
1.1 Background	3
1.2 Rationale	3
1.3 Objective	4
1.4 Scope of Work	4
1.5 SAP Methodology	4
Chapter 2: Situation Analysis	9
2.1 Synopsis of Local Government System in Bangladesh	9
2.2 Ministry of Local Government, Rural Development and Cooperatives	10
2.3 Ministry of Chittagong Hill Tracts Affairs	14
2.4 Gap Analysis	16
Chapter 3: Past Progress of LG&RD Sector	21
3.1 Overall Progress during the Previous Five Year Plans	21
3.2 Review of Progress of Local Government	21
3.3 Review of Progress of Rural Development & Cooperatives	24
3.4 Review of Progress of Chittagong Hill Tracts Affairs	25
Chapter 4: 8th FYP Objectives and Targets	29
4.1 8th Five Year Plan Objectives and Targets for LG&RD Sector	29
4.2 Alignment with Five Year Plan and ADP	30
4.3 Alignment with Sustainable Development Goals (SDGs)	31
4.4 Alignment with Five Year Plan and Perspective Plan	33
4.5 Alignment with Delta Plan	33
Chapter 5: Theory of Change	39
5.1 Theory of Change	39
5.2 Sector Outcomes and Intermediate Outcomes	41

Chapter 6: Strategy and Action Plan to Achieve 8th FYP Targets	51
6.1 Strategy for Local Government	51
6.2 Action Plan for Local Government	53
6.3 Matrix for Achieving 8th Five Year Plan Objectives of Local Government	56
6.4 Strategy for Rural Development and Cooperatives	61
6.5 Action Plan for Rural Development and Co-operatives	62
6.6 Matrix for Achieving 8th Five Year Plan Objectives of Rural Development and Co-operatives	63
6.7 Matrix for Achieving 8th Five Year Plan Objectives of Ministry of Chittagong Hill Tracts	70
Chapter 7: Reform and Challenges for LG&RD Sector	83
7.1 Challenges for Local Government Division to Achieve 8th Five Year Plan	83
7.2 Challenges for RDCD to Achieve 8th Five Year Plan	90
7.3 Challenges for Chittagong Hill Tracts to Achieve 8th Five Year Plan	93
7.4 Overcoming Challenges due to Pandemic Situation	96
Chapter 8: Financing Strategy	99
8.1 Public Financing Options and Reforms	99
8.2 Mobilizing Funding through Public-Private Partnerships	100
8.3 Projected ADP Allocation for Local Government and Rural Development	101
Chapter 9: Performance Monitoring and Evaluation	105
9.1 Performance Management System in Local Government	105
9.2 Strategic Role of the Development Results Framework	105
9.3 M&E Practices in Bangladesh	106
9.4 LG&RD Target to Achieve through Monitoring and Evaluation	108
Annexures	
I: Detail Action Plan to Achieve National Plans	111
II: List of Indicative Actions/ Project Themes to Achieve Targets of 8th FYP and SDG	121
III: Monitoring and Evaluation Framework	135
IV: Relevant National SDG Action Plan for Five Year Plan	141
V: References	151

List of Tables

Table 2.1:	Rural Local Government in Bangladesh	10
Table 2.2:	Urban Local Government Structure in Bangladesh	10
Table 2.3:	Thematic Area and Present Status of Local Government	16
Table 2.4:	Thematic Area and Present Status of Rural Development	17
Table 3.1:	Achievement in Various Five Year Plan Periods	21
Table 3.2:	Rural Roads Infrastructures by Types and Length	23
Table 4.1	Development Expenditures (In Crore Taka)	30
Table 4.2:	Lead Role and Co-lead Roles of LGD	31
Table 4.3:	Lead Role and Co-lead Roles of RDCD	33
Table 6.1:	Strategy for Local Government	51
Table 6.2:	Action Plan for Local Government	53
Table 6.3:	Matrix for Achieving 8th Five Year Plan Objectives of Local Government	56
Table 6.4:	Activities, Output Indicators and Targets LGED	59
Table 6.5:	Strategy for Rural Development and Cooperatives	61
Table 6.6:	Action Plan for Rural Development and Co-operatives	62
Table 6.7:	Matrix for Achieving 8th Five Year Plan Objectives RDCD	63
Table 6.8:	Activities, Output Indicators and Targets of Department of Cooperatives	65
Table 6.9:	Activities, Output Indicators and Targets of BRDB	65
Table 6.10:	Activities, Output Indicators and Targets of BARD	66
Table 6.11:	Activities, Output Indicators and Targets of RDA	66
Table 6.12:	Activities, Output Indicators and Targets of BAPARD	67
Table 6.13:	Activities, Output Indicators and Targets of PDBF	68
Table 6.14:	Activities, Output Indicators and Targets of SFDF	68
Table 6.15:	Activities, Output Indicators and Targets of Milk Vitae	69
Table 6.16:	Matrix for Achieving 8th Five Year Plan Objectives of Ministry of CHT	70
Table 6.17:	Activities, Output Indicators and Targets of CHT Development Board	73
Table 6.18:	Activities, Output Indicators and Targets of CHT Regional Council	74
Table 6.19:	Activities, Output Indicators and Targets of Rangamati Hill District Council	74
Table 6.20:	Activities, Output Indicators and Targets of Khagrachari Hill District Council	75
Table 6.21:	Activities, Output Indicators and Targets of Bandarban Hill District Council	77
Table 8.1:	Development Partners and Working Groups	99
Table 8.2:	ADP Allocation for Local Government and Rural Development	101
Table 9.1:	Monitoring and Evaluation Indicator and Target for Local Government	108
Table 9.2:	Monitoring and Evaluation Indicator and Target for Rural Development	108

List of Figures

Figure 1.1: Overall Approach	5
Figure 2.1: An overview of local government and local administration of Bangladesh	9
Figure 2.2: Organizational Structure of the MoLGRD&C	11

Acronyms and Abbreviations

7FYP	7 th Five Year Plan
8FYP	8 th Five Year Plan
ADB	Asian Development Bank
ADP	Annual Development Programme
BAPARD	Bangabandhu Academy for Poverty Alleviation and Rural Development
BARD	Bangladesh Academy for Rural Development
BIWTA	Bangladesh Inland Water Transport Authority
BRDB	Bangladesh Rural Development Board
BWDB	Bangladesh Water Development Board
CBO	Community Based Organization
DBHWD	Department of the Bangladesh Haor and Wetland Development
DoC	Department of Cooperatives
DP	Development Partner
DPHE	Department of Public Health Engineering
DRF	Development Results Framework
ECNEC	Executive Committee of the National Economic Council
ERD	Economic Relations Division
FGD	Focus Group Discussion
FSP&CD Project	Formulation of Sector Plan and Capacity Development of Concerned Officials for More Effective Public Policy Investment Project
FYP	Five Year Plan
GDP	Gross Domestic Product
GED	General Economics Division
GRIs	Government Research Institutions
ICT	Information and Communications Technology
IDA	International Development Association
IMED	Implementation, Monitoring and Evaluation Division
KE	Knowledge Economy
KII	Key Informant Interview
LGD	Local Government Division
LGED	Local Government Engineering Department
LGI	Local Government Institution
LGLF	Local Government Legal Framework
LGRD	Local Government and Rural Development
M&E	Monitoring and Evaluation
MDAs	Ministry, Division, and Agency
MDG	Millennium Development Goals
MGSP	Municipal Governance and Services Project

MICS	Multiple Indicator Cluster Survey
MIS	Management Information System
MoCHTA	Ministry of Chittagong Hill Tracts Affairs
MoLGRD&C	Ministry of Local Government, Rural Development and Cooperatives
MTBF	Medium-Term Budgetary Framework
MTS	Medium Term Strategy
MYPIP	Multi-Year Public Investment Programme
NEC	National Economic Council
NGO	Non-Government Organisation
NILG	National Institute of Local Government
PDBF	Palli Daridro Bimochon Foundation
PFM	Public Financial Management
R&D	Research and Development
RDA	Rural Development Academy
RDCD	Rural Development and Cooperatives Division
SAP	Sector Action Plan
SAF	Sector Appraisal Format
SFDF	Small Farmer Development Foundation
SRF	Sector Results Framework
SRM	Sector Results Matrix
SSP	Sector Strategy Paper
RDCD	Rural Development and Co-operatives Division
SDGs	Sustainable Development Goals
UGDP	Upazila Governance and Development Project
UGIIP	Urban Governance and Infrastructure Improvement Project
UICDP	Upazila Integrated Capacity Development Project
UP	Union Parishad
UZP	Upazila Parishad
VDO	Village Development Organisation
WASA	Water Supply and Sewerage Authority

Chapter 1

Introduction

Chapter 1: Introduction

1.1 Background

In Five-Year Plans, there are number of sectors involved in the economy of Bangladesh. The plan document also expressed government's intention to prepare Sector Action Plan for each of these sectors.

Bangladesh has gained momentum in participatory local governance and development over recent years. The present Government places special emphasis on strengthening the local government in order to bring the public service closer to the people and also to ensure the in participation in the planning process.

Most of the plan documents emphasize to undertake a comprehensive set of actions, including

- Developing local government legal framework;
- Developing planning and budgeting capacity at the local level;
- Fostering initiative to provide technical assistance to link local level plan to national level; and
- Focusing on issues related to the development of rural areas of Bangladesh.

Sector Divisions of the Planning Commission are primarily responsible for preparation of their own Sector Action Plan in line with the national plan through a process of active stakeholders consultation. Concerned Sector Division and General Economics Division (GED) of Planning Commission work in close partnership for ensuring consistency and coherence between the FYP and Sector Action Plans. Sector Action Plans will however; be approved by the Executive Committee of the National Economic Council (ECNEC). Programming Division will allocate resources based on approved Sector Action Plans. Sector Division and concerned line Ministries/ Divisions are responsible for monitoring and reporting on the implementation of Sector Action Plans and report to GED on the progress of the approved Sector Action Plans. GED will accumulate all the reports prepared by the Sector Division and publish yearly progress report for policy feedback and place the same to the National Economic Council (NEC). Participation of all stakeholders in preparation of the Sector Action Plan is important by the Stakeholder. Implementation relies on its ownership and acceptance of the plan, Thus is increases chances of effective implementation of plan objectives and targets.

Agriculture, Water Resources and Rural Institutions Division of the Planning Commission has prepared this Sector Action Plan on Local Government and Rural Development to achieve the goals set in the 8th Five Year Plan (July 2020 - June 2025). A provision of preparing the Sector Action Plan is kept in the project titled "Formulation of Sector Plan and Capacity Development of Concerned Officials for more Effective Public Investment" which is being implemented by Agriculture, Water Resources and Rural Institutions Division.

1.2 Rationale

The Government of Bangladesh uses Perspective Plan and Five Year Plan to achieve the long term goals of socio-economic development. These plans by definition are the philosophical directions and guidelines for the economy to attain focused broad goals. These plan goals and objectives are achieved by implementation of Action Plans by annual development Program. There is a missing link between Five Year Plan and ADP. The Sector Action Plan will fill-up the missing tasks in order to attain the objectives of the national plans. The country requires sector plans/ strategies/ intervening measures which have been directed in Five Year Plans. Hence, Sector Action Plans are needed to guide the sector implementation path.

1.3 Objectives

The objectives of the Sector Action Plan on local government and rural development are:

- To provide a comprehensive picture of Sector goals, performances, opportunities, challenges and above all identify policies and strategies with elaborate actions and tentative budget that support the Eighth Five Year Plan and visions of the government.
- To provide the framework for the identification of public policy initiatives and projects for intervention.
- To demonstrate the role of government agencies in developing the local government and rural development sector in partnership with other government institutions, private sector, development partners, local government bodies and non- government organizations.

1.4 Scope of Work

The Sector Action Plan includes the following issues:

- Stocktaking of the sector/situation analysis;
- Overall and specific objective (s) and planned impact of interventions;
- Policies/ strategies/ laws supporting the Sector /Ministries/ Divisions;
- Sector institution, coordination and capacity;
- Scopes, challenges and way forward;
- Prioritizing the intervention actions by the Ministries/Divisions;
- Addressing the cross cutting issues;
- Identifying indicators for monitoring in line with the 8th FYP and SDGs; and
- Identifying of process and programmes for the interventions.

1.5 SAP Methodology

The Sector Action Plan (SAP) preparation comprises several steps and follows an organized sequential methodology. Figure 1.1 illustrates the overall approach followed in SAP preparation. The process is initiated with devising the sectoral boundary and identifying specific themes followed by situation analysis. One may present and past condition of Local Government and Rural Development in consultation with stakeholders; reviews previous plan documents; reviews existing national policies/ strategies and analysis of sectoral cross-cutting issues. Based on this information, an overall analysis of the scopes and challenges for the sector is prepared. This also led to the institutional capacity analysis for the sector. Based on these and following the Theory of Change approach, a set of program actions have been formulated under each strategic theme. In preparing these programs/ actions linkage with national plans, policies and SDGs have been ensured. A probable implementation mechanism along with result-based monitoring framework has been prepared following the Theory of Change approach.

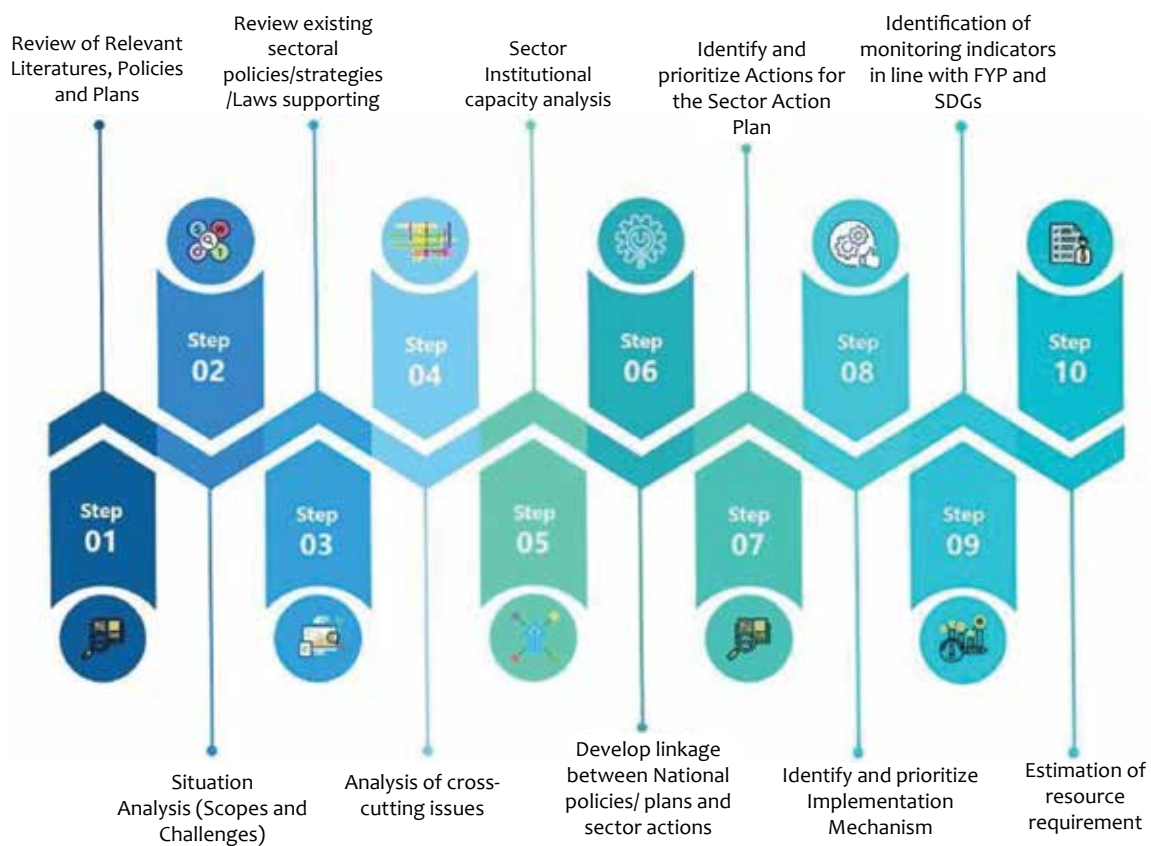


Figure 1.1: Overall Approach

Chapter 2

Situation Analysis

Chapter 2: Situation Analysis

2.1 Synopsis of Local Government System in Bangladesh

By the historical context, the system of local government and local administration in Bangladesh are comprised of a patchwork of local administrative government institutions that have been shaped and molded over the two centuries, retaining important elements and influences from the governance structure during the colonial period, the intermediate period resulting with the country's independence, as well as from the alternating eras of authoritarian and elected regimes. Overtime, five types of Local Government Institutions has been codified by law, including Zila Parishads, Upazila Parishads, Union Parishads, Pourashavas municipalities and City Corporations. These five types of LGIs function alongside four subnational levels of tiers of local administration of the government also referred to as the field administration. The figure 2.1 below depicts the structural representation about how the LGIs and local administration co-exists. The levels of the LGI's as shown below are not equivalents, as city corporations are located in old districts, where it is also a divisional head quarter, and a metropolitan area, likewise Pourashavas are also not equivalents of Union Parishad.

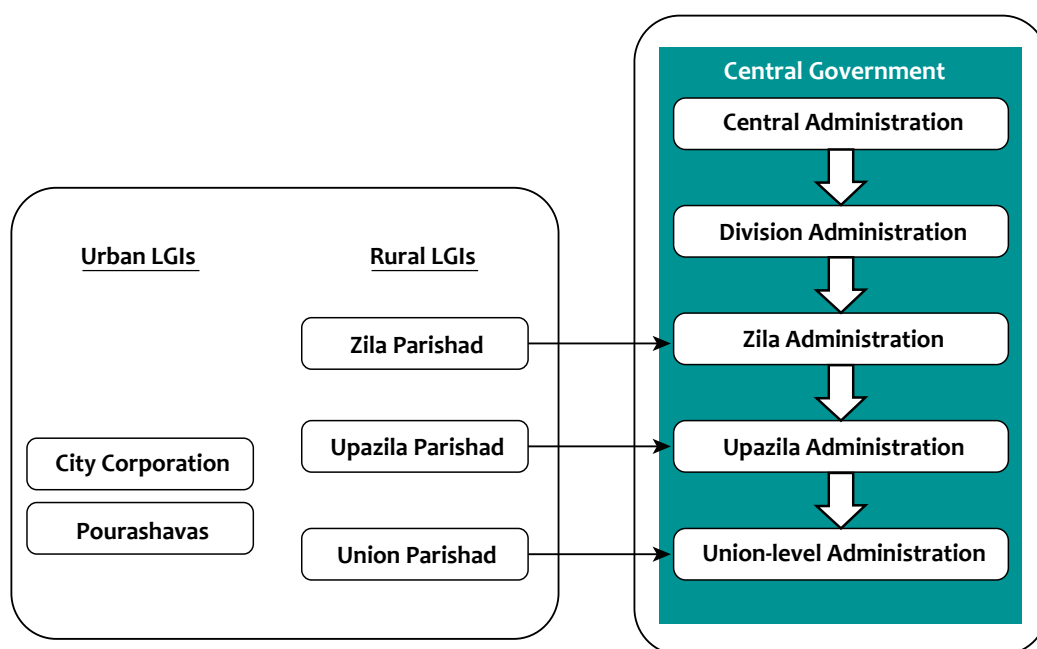


Figure 2.1: An overview of local government and local administration of Bangladesh

The figure 2.1 also clarifies the fact that there are two distinct forms of decentralized local government bodies, i.e. devolution and de-concentration. They are coexisting here simultaneously. In other words, field administration at division, district, upazila and union level are examples of de-concentration who mainly operate with delegated authority. The various tiers of field administration are headed by appointed officials from the government, i.e. divisions, districts and upazilas is headed by Divisional Commissioners, District Commissioners and Upazila Nirbahi Officers (UNO). These local administrative units are responsible for the delivery of various public services which include health, education, agriculture, family planning. They are also responsible for undertaking various development works at the local level. Furthermore, they have the role in monitoring, reporting and coordination of those development programs as per direction of the government.

Rural Local Government

Rural Local government Institutions are comprised of Union Parishads (UPs), Upazila Parishads (UZPs) and the Zila Parishad (ZPs). Tabular representation of these RLGs in Bangladesh have been given below, which articulates their election method, assigned duties, revenue authority and who heads those bodies; including the laws by which they are currently operated.

Table 2.1: Rural Local Government in Bangladesh

Name	Union Parishad	Upazila Parishad	Zila Parishad
Headed by	Elected Chairman	Elected Chairman	Elected Chairman
Election method	Direct election	Direct election	Indirect election
Functional observations	Participatory planning and implementation, and small investment and service monitoring powers, but limited staffing capacity.	Devolutionary integrated planning and thus implementation, small investment and service monitoring powers	Planning, coordination and oversight
Revenue authority	Limited revenue authority and scope, but does not have sub-national borrowing authority.	Widespread revenue authority and scope, but does not have sub-national borrowing authority	Yes but does not have the sub national borrowing authority.
Acts in operation	The Local Government (Union Parishad) Act, 2009	The Local Government (Upazila Parishad) Act, 2011	The Local Government (Zila Parishad) Act, 2000

Urban Local Government

Urban Local Government in Bangladesh namely, City Corporations and Pourashavas (municipalities) have a larger scope of functional responsibilities than the RLGs. A brief account ULG has been given in the Table 2.2 which explicitly demonstrates by whom those bodies are headed, mode of election method, whether these bodies have the revenue authority or not and the current legal enactments by which these ULGs are being operated.

Table 2.2: Urban Local Government Structure in Bangladesh

Name	Pourashava (Municipality)	City corporation
Headed by	Elected mayor	Elected mayor
Election method	Direct election	Direct election
Revenue authority	Yes	Yes
Acts in operation	The local government (Municipality), 2009	The local government (City Corporation), 2009

2.2 Ministry of Local Government, Rural Development and Cooperatives

The Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C) is the primary government organization in Bangladesh responsible for matters related to local government, rural development, and cooperatives. The MLGRD&C has two divisions:

- Local Government Division (LGD)
- Rural Development and Cooperatives Division (RDCD).

Each Division has several departments and institutions that undertake technical and sectoral work, as well as, conducting research and training.

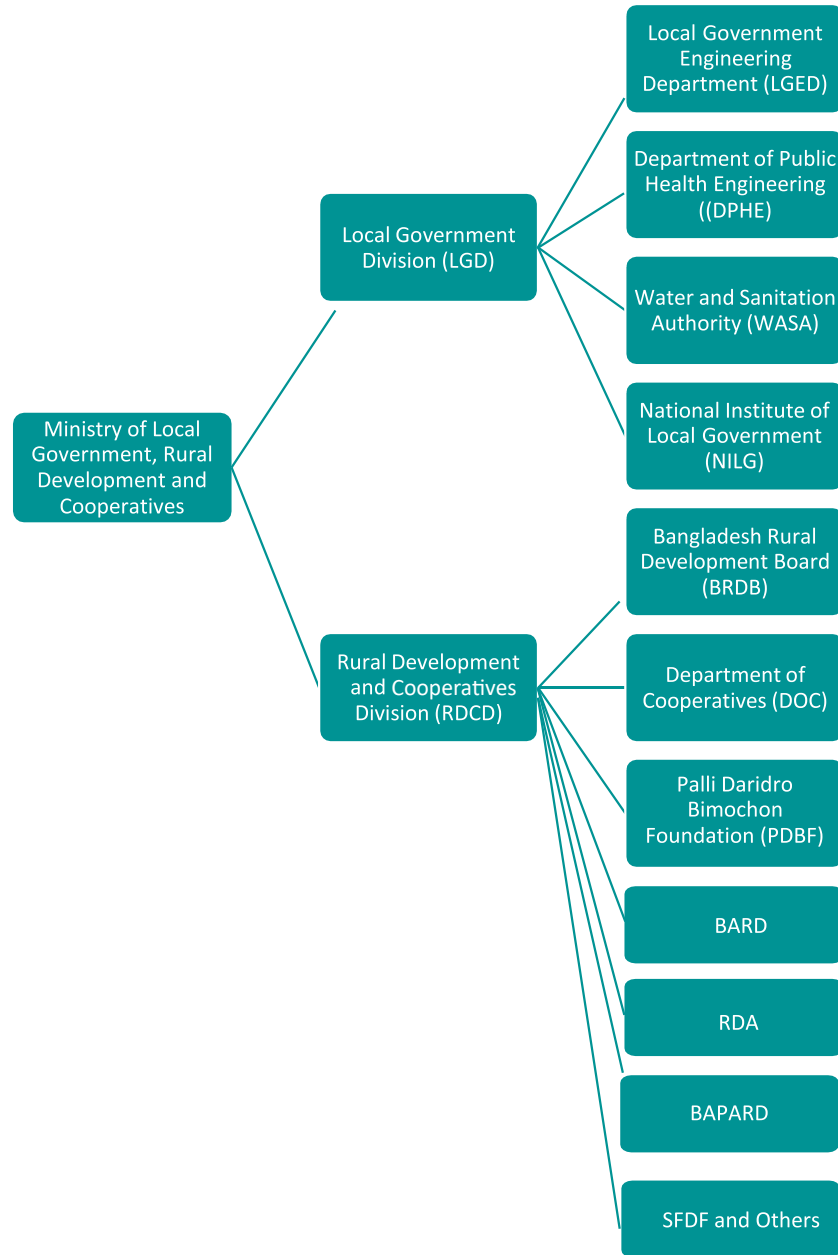


Figure 2.2: Organizational Structure of the MoLGRD&C

2.2.1 Local Government Division (LGD)

The Local Government Division (LGD) is responsible for all matters related to local development and local service delivery as well as administering LGIs. LGD channel GOB finances to LGIs, ensures the compliances of LGI law and oversees all levels of LGIs functions and monitors programs carried out by these institutions. Its mission is to safeguard people’s democratic right to self- governance, citizens’ participation in LGI functions, ensuring accountability and ultimately improve the standard of living of the people by strengthening local government systems and institutions and through implementing activities for social, economic and infrastructure development.

(a) Functions

The Division functions with two sets of institutions:

1. LGIs (UP, UZP, ZP, Pourashava and City Corporations)
2. Department, directorates and autonomous organizations like LGED, DPHE, NILG and 4 WASAs.

The main functions of LGD as per ToR are as follows:

- Manage all matters relating to local government and local government institutions;
- Finance, supervise, monitor and capacity enhancement of local government institutions established for efficient management of local administration;
- Manage all matters relating to drinking water;
- Develop water supply, sanitation and sewerage facilities in rural and urban areas;
- Construct, maintain and manage Upazila, Union and village roads including the roads of towns and municipal areas and bridges/culverts;
- Develop, maintain and manage growth centers and hats-bazaars connected via Upazila, Union and village roads; and
- Develop, maintain and manage small-scale water resource infrastructures within the limits determined by the government.

(b) Departments and Agencies under LGD

LGD has several subordinate institutions, reflecting its mandate mentioned above. Construction, maintenance and management of Upazila, Union and village roads, including bridges and culverts, are important mandates of LGD. The Local Government Engineering Department (LGED) is the responsible body under LGD for this sector. Activities for development and management of water supply, sanitation and sewerage facilities in urban areas are undertaken by the Water and Sewage Authority (WASA), another main department under LGD. WASA has four metropolitan branches, namely Dhaka (DWASA), Chattogram (CWASA), Khulna (KWASA) and Rajshahi (RWASA). For other areas in the country, these services are provided by the Department of Public Health Engineering (DPHE). The National Institute of Local Government (NILG) plays a role in training and research and provides consultancy services related to local governance under the supervision of LGD. In addition to the NILG, two other institutions of the RDCD of the same ministry, BARD and RDA also contributes in the research and training of the LGI system. The two organization have specialized LG divisions and BARD is the pioneer of LG for the last sixty years.

(c) Coordination Mechanisms between LGD and all GoB institutions under LGD

Monthly Annual Development Program (ADP) review meetings are held LGD and all the institutions such as LGED, DPHE, WASAs with the Minister of MoLGRD&C serving as the chair. All the institutions prepare reports following approved ADP formats, in which issues and possible countermeasures are summarized. In the meetings, these issues are discussed and instructions and advice are given by the Implementation Monitoring and Evaluation Division (IMED) and Planning Cell of LGD. Besides, there are need-based or/and project/program-based meetings or committees exist for better coordination between LGD and LGED, DPHE and WASAs.

2.2.2 Rural Development and Cooperative Division (RDCD)

RDCD is an important Division of MoLGRD&C and is responsible for rural development, cooperative-based activities and conducting continuous research on rural development. RDCD aims to reduce poverty and improve the socio-economic conditions of the poor living in rural areas.

(a) Functions

The RDCD too like LGD functions with two sets of organizations:

1. Cooperatives formed under The Cooperative Societies Act
2. GoB institutions like DOC, BRDB, BARD, RDA and BAPARD (Autonomous bodies, SFDF, Polly Sanchay Bank etc. as project based organization).

The main functions of RDCD are as follows:

- Formulation of rural development policy and laws, rules and policy relating to cooperatives;
- Formulation and implementation of programs and projects to alleviate rural poverty;
- Assisting entrepreneurs through micro-credit, agricultural credit, cooperative-based small and cottage industries, cooperative banks, cooperative insurance schemes, cooperative-based farming and marketing, milk production and distribution activities and other cooperative enterprises;
- Initiating human resource development programs for members of the cooperatives, providing education, training and conducting research programs on rural development and cooperatives;
- Innovating new model/strategy on rural development through action research;
- Assisting in the socio-economic development and empowerment of rural women through formation of formal and informal groups under cooperative programs.

RDCD is providing support for the formulation of rural development policy, cooperative-related laws, rules and policies in many ways. Formal and informal groups are formulated, and various programs and projects are implemented to strengthen these groups. RDCD is also providing education and training, and conducting research programs on rural development and cooperatives. Entrepreneurship is being developed through micro-credit, agricultural credit, cooperative-based banking, insurance, farming and marketing, and enterprise development. RDCD has undertaken specific projects and programs that give priority to the development of rural women. Some 65 percent of beneficiaries are women in the RDCD-implemented projects and programs.

(b) Departments and Agencies under RDCD

Rural Development and Cooperative Division has different directorates and agencies as follows:

- Department of Cooperatives (DOC)
- Bangladesh Rural Development Board (BRDB)
- Bangladesh Academy for Rural Development (BARD), Cumilla
- Rural Development Academy (RDA) Bogura
- Bangabandhu academy for poverty alleviation and rural development (BAPARD)
- Bangladesh Milk Producer's Co-Operative Union Ltd (a cooperative enterprise of milk producers).
- Bangladesh Samabaya Bank Limited (This is basically a registered cooperative)

- Small Farmer Development Foundation (SFDF)
- Palli Daridro Bimochon Foundation (PDBF)

RDCD agencies like BRDB is engaged in rural development and poverty alleviation activities in Bangladesh. BRDB emphasizes institution building toward rural development. DOC is responsible for facilitating economic growth and poverty reduction through cooperative societies. The major tasks of DOC are categorized into four areas: statutory, judicial, developmental and promotional. The statutory responsibilities include registration, liquidation of defunct societies, annual audits, periodic inspection and enquiry of cooperatives and societies. The BARD, RDA and BAPARD provide new directions to the rural development policies, programmes and project with their research and evaluation as well contributes in capacity building through training and consultancy inputs.

BARD has conducted research on cooperatives based cultivation to utilize every inch of land uprooting the existing Ail (Plot Divider) system in an area or mouza for more yields keeping all ownership exactly as it is. BARD is working in this line to disseminate this idea gradually all over the country. RDA has conducted research on construction of cooperatives based multi storied housing in the name of ‘Palli Jono Path’ with modern facilities for livelihood improvement in rural areas. RDA is disseminating this idea implementing through a pilot project in various districts. RDA has innovated an idea through M4-C (Making markets for the Char) project for easy transporting solar power panel system from one place to another by horse or horse cart without any hazards for irrigation and for livelihood in remote Char areas. RDA has already developed a rural water supply model for multipurpose uses.

2.3 Ministry of Chittagong Hill Tracts Affairs

Rangamati, Bandarban and Khagrachhari districts under Chattogram Division, occupies one tenth area of the country, and is known as Hill Tracts region. Eleven different tribal minorities and ethnicities including Bengalis live in the CHT. These tribal communities, having distinct cultural identities, are also an indispensable part of the main-stream population of the country. Since independence of Bangladesh, and as per constitution of the People’s Republic of Bangladesh, the government has been implementing various development projects undertaken for accelerated socio-economic development of the people living in these three districts through the Ministry of CHT Affairs. Some of these include supplying safe drinking water, development of pisciculture, improvement of healthcare services, construction and development of agricultural infrastructure, development of tourism, eradication of poverty, women’s advancement and overall socio- economic development of the people living in this region. In addition, other programs, focusing on the comprehensive development of this region, include development and expansion of educational institutions for children’s access to quality education, providing technical education and training to young men and women, providing financial assistance to different tribal communities on their festivals and on special days for the conservation of their own language and culture, establishment and development of social welfare institutions, development of sports and culture, construction of physical infrastructure and construction and maintenance of religious institutions, etc. Ministry of CHT Affairs has been created in accordance with the provisions of the Peace Accord signed on 2 December 1997 to ensure overall development of Hill Tracts region. This ministry is committed to establishing equal rights and opportunities and equitable distribution of resources among the citizens of this region as guaranteed in the Constitution of the People’s Republic of Bangladesh. In addition, the ministry has undertaken some specific programs and projects targeting the women-folk of Chittagong Hill Tracts region.

Affiliated Organizations under the Ministry:

- 1) Chittagong Hill Tracts Development Board
- 2) Chittagong Hill Tracts Regional Council
- 3) Bandarban Hill District Council
- 4) Rangamati Hill District Council
- 5) Khagrachhari Hill District Council
- 6) Tribal Refugee Affairs Task Force
- 7) CHT Land Commission
- 8) Customary LGI such as Circle Chief-Headmen-Karbari System

The Union Parishads, Upazila Parishads and Pourashavas in the CHT are managed by LGD of the MoLGRD&C.

(a) Functions

1. Administrative work of the Ministry of CHT Affairs;
2. Advisory Support to CHT local governments in selected issues;
3. Coordination among concerned ministries and departments;
4. Secretarial support for all council committees, special committees and working committees related to CHT;
5. Support, monitoring and implementation to Government and different committees;
6. Preparation of planning and development activities for Government and CHT;
7. Implementation of works taken for the development of CHT Regional Council and district councils;
8. Implementation of works in accordance with the traditional laws of CHT in Upazila Parishad, municipality, Union Parishad, village council and other customary local government Institutions;
9. Coordination among all concerned government agencies to protect the environment and geological aspects of CHT;
10. Development work for the betterment of the Tribal and non-tribal people of Chittagong Hill Tracts on economic, education, culture, social activities, language, religious indigenous activities;
11. Running and coordination of relief and rehabilitation work during disaster period in CHT;
12. Monitoring work of NGO activities in CHT;
13. Monitoring and coordination of CHT regional council and all local government council's development work and coordination of all inter ministries/ Departments development works;
14. Administration of CHT Development Board (CHTDB);
15. CHT related issues of International Centre for Integrated Mountain Development;
16. Liaison among Ministry of CHT and other concern international organizations and other international issues;
17. Preparation of Laws related to the ministry of CHT;
18. Inquiry and statistical issues of ministry of CHT.

2.4 Gap Analysis

The overall positive record of Five Year Plan implementation and associated progress in development measured in terms of poverty reduction, employment, human development and growth income suggest that the Seventh Five Year Plan strategy was on the right track. Important gains had been made in securing many of the targets of Vision 2021. In particular, Bangladesh had attained lower middle-income status earlier than in 2021 while also achieved the MDG targets in most areas, especially poverty reduction. This solid performance suggests that the Eighth Plan needs to stay on the course of the Seventh Plan and focus on areas where there are important performance gaps remain. The approach is to pursue much of the same strategy in a way that consolidates the gains while addressing the several implementation gaps. There are areas where the Eighth Plan needs to probe deeper and take a more focused and comprehensive approach than was possible in the Seventh Plan. The first concerns the need to build stronger institutions. The Seventh plan's efforts to build important institutions like the local government, the urban institutions and land administration did not take deep roots. These lowered the capabilities and services provided by these institutions. While the average living standard in Bangladesh is growing, the gap between the rich and the poor is also widening.

Development of strategies and actions for the Local Government and Rural Development sector, which has further divided in three clusters i.e. Local Government, Rural Development and Hill Tracts Development issues; requires an extensive desk review of past initiatives and gap analysis of the line ministries and agencies to address the existing issues for this particular sector. In this regard, to process the gap identification of the concerned line ministries and agencies, a selection was made through analyzing their role in this sector and then the team carried out Key Informant Interviews (KII) with stakeholders and professional of each of the selected ministry and agency. To conduct the KII sessions, a checklist had also been prepared to find out all the activities that the ministry or agency is doing for the improvement of LG&RD sector, and identifying the gaps that lie within those activities so that while developing the strategies and actions the identified gaps can be considered.

The priority issues and challenges that needed to be addressed in respect of the LG&RD sector for each of the organization and further type of projects that the interviews think would be beneficial for the further development of this section. Besides, a rigorous analysis has been done on the institutional arrangements; available policy and legal framework; the organizations implementation process; their existing capacity for implementation LG&RD related projects; the challenges for preparing, implementing and monitoring the LG&RD projects and their monitoring and evaluation mechanism of the organization through performing KIIs. After conducting KII, LG&RD Thematic Area, Indicator and Targets have been presented in the following:

Table 2.3: Thematic Area and Present Status of Local Government

Thematic Area	Indicator	Present Status	Target (2030)
Rural Road Connectivity	Proportion of the rural population who live within 2 km of an all-season road	83.45%	95%
Safe Drinking Water	Proportion of population using safely managed drinking water services	42.6%	85%
Sanitation and Hygiene	Proportion of population using safely managed sanitation services	64.40%	85%
Solid Waste Management	Percentage of urban solid waste regularly collected	63.20%	80%
Improvements of Urban Slums	Proportion of urban population living in slums, informal settlements or inadequate housing	33.00%	20%

Table 2.4: Thematic Area and Present Status of Rural Development

Thematic Area	Indicator	Present Status	Target (2030)
Rural Development	Number of formal co-operatives newly registered	4192020	5231684
	Number of informal groups developed	1420619	21490438
	Establishment of Bangabandhu Model Village	0	992
	Creation of Alternative livelihood for the people of Haor region	1860	25425
Co-operatives Activities enhancement	Number of newly registered Milk and dairy co-operatives	87	245
Rural Service Development	Livelihood development of Ethnic people of plain land through cooperatives	13000	43000
	Number of people provided with SME credit	3500	197119

Chapter 3

Past Progress of LG&RD Sector

Chapter 3: Past Progress of LG&RD Sector

3.1 Overall Progress during the Previous Five Year Plans

Under the dynamic leadership of Prime Minister Sheikh Hasina, the government adopted a comprehensive policy to improve the local government system and to develop the urban and rural areas. In particular, the coordinated efforts during the 6FYP and 7FYP offered the higher income and employment opportunities, and the country has positioned itself at a level of middle-income nation. In line with the vision, the 7FYP set out two key priorities:

1. Strengthening the Local Government Institutions; and
2. Fostering the Rural Development, involving a reform of the legal/ regulatory framework of LGIs, strengthening the local governance; building capacity of LGIs and enhancing both vertical and horizontal coordination with central and local government agencies.

Table 3.1: Achievement in Various Five Year Plan Periods

Specific Plan	Plan Periods (FY)	Average GDP Growth Rate		Per Capita GDP Growth	Per Capita GNI	Life Expectancy	Poverty Rate
		Plan (%)	Actual (%)	(%)	Years	Years	(%)
First Plan	1973-1978	5.5	4.0	1.3	111	53.07	82.1
Second Plan	1980-1985	5.4	3.8	1.5	145	55.10	69.9
Third Plan	1885-1990	5.4	3.8	1.6	204	56.10	56.6
Fourth Plan	1990-1995	5.0	4.2	2.4	253	58.70	50.1
Fifth Plan	1995-2002	7.1	5.1	3.5	431	64.90	48.9
Sixth Plan	2011-2015	7.3	6.3	4.9	1,314	70.70	24.8
Seventh Plan	2015-2020	7.5	6.2	5.2	2,210	71.97	20.5

Source: GED, Bangladesh Bureau of Statistics

3.2 Review of Progress of Local Government

The LGD undertook various development programmes and projects, aiming at enhancing the capacities of LGIs and improving basic services. The main areas of progress during the 7FYP are noted below

Capacity Building

Under the leadership of LGD, Bangladesh has made significant progress on strengthening the capacity of LGIs. UP is now more participatory and proactive; UZPs have been re-instated with the elected representatives; and Pourashavas and CCs have been made stronger. Several interventions that have contributed to strengthening LGIs include:

- Ensuring transparency and accountability;
- Digital transformation of Union Centers;
- Access to information (azi);
- Communication with the people
- Facilitating training for elected representatives and staffs;
- Providing technical assistance some donor supported projects.

Further steps need careful consideration under capacity building in various tiers and units

Union Parishad (UP)

- Union Parishad Complex has to be built in all the UPs of the country.
- All UPs should be equipped with staff as suggested in the Local Government(UP) Act 2009 (clauses 62 and 63) which provide one Account Assistant cum Computer Operator in each UP as well transferring the services of the UP level extension officials of 7 ministries to the UP.
- All UP level GoB staff should be instructed to resume their offices from the UP complex in which rooms are earmarked for all of them.
- All officials of the respective ministries and nation building departments be instructed to actively take part in the UP level planning and also their Standing committee meetings.
- The Union Parishad (Development Planning) Rule 2013 along with the LGD memo on Five year Plan issued on 02 November, 2014 from upazila section need to be implemented with immediate effect and DDLGs from district may monitor the process.

Upazila Parishad (UZP)

- Upazila Parishad be provided with at least two key officials 1. Secretary and 2. Accounts and Finance officer
- The quarterly Coordination meeting (as directed in the operational manual) of all retain subjects should be held regularly

Zila Parishad (ZP)

Zila Parishad be given adequate power, authority and finance to make District Development Plan by coordinating 43 offices at district who receive resources from national ADP and all the Upazila Parishads within the district.

Governance Improvement

The Local Government Division has undertaken several initiatives to improve the governance and financial accountability of the local government institutions (LGIs). Through Public Financial Management (PFM) reform, the frequency and quality of audits have been improved. Moreover, web-based financial reporting has been initiated for the UPs. These PFM reform initiatives contribute to the governance improvements of LGIs through:

- Strengthening annual financial audits and performance assessment systems for UPs;
- Strengthening the preparation of annual financial statements for UPs;
- Strengthening the quality of UP audits;
- Establishing a fully functional MIS system within UPs and LGD;
- Improving service delivery by UPs;
- Expanding block grant to selected Pourashavas (on pilot basis);
- Developing capacity and supporting project implementation; and
- Ensuring accountability and transparency through people's participation.

Projects have also been implemented to improve the governance of urban LGIs through infrastructure investment. This performance led infrastructure improvement mechanism attributed to the overall governance improvement and capacity development not only to selected municipalities and city corporations, but also created a general consciousness and awareness among all other urban LGIs. Several programmes have been undertaken during the 7 FYP to increase public awareness, women

participation in municipal development, urban planning, poverty reduction, financial management, transparency, and e-governance. Town Level Coordination Committee (TLCC) has been formed in many Pourashavas to ensure good governance at local level Institutional and regulatory framework has been developed for imparting some essential services like faecal sludge management (FSM).

Infrastructure development

In urban area, LGD alone has made a significant progress in roads and other infrastructures, which includes 2 flyovers, 3348 km roads, 1116 km footpaths, 1502 km drains, 5144m bridges/culverts, 1042 public toilet, 25 bus/truck terminals, 440 tube-well, 844 km road maintenance, 266 dustbins, 7 municipal markets, 30 kitchen markets, 15 park & recreation centers, 4 bathing/boat landing stations, 15 community center/multipurpose buildings, 21 cyclone shelters, 19,600 street lights, 68 rivers/canals dredging and 20 lake/canal embankments. It has also contributed to develop an Integrated Solid Waste Management system and 2 Transfer Stations, and supplied 40 garbage dump trucks (1.5 –3 ton) and 66 vacuum cleaners to Pourashavas. In rural area, LGED has improved 33456 km of rural roads, constructed 1,52,346 m of bridges/culverts, 896 no. of growth centers/rural markets, 243 ghats/landing stations, 455 cyclone shelters and 652 numbers of Union Parishad Complexes.

Rural Transport

As of 2019, LGED has developed 89.44% of UPZ roads, 67.41% of UP roads and 20% of village roads. In particular, 33,456 km rural roads and 1,52,346 meters bridges/culverts were built during the 7FYP. The current status of rural road network in Bangladesh has been shown in the following Table 3.2.

Rural Connectivity

As of 2018, the Rural Access Indicator (RAI) – the proportion of rural people living within 2 km of all-season roads of Bangladesh, was estimated at 83.5%. Except the Upazilas in Haor/wetland/hilly areas, this indicator is more than 90%. Out of 87,223 villages, more than 70,000 villages are well connected.

Table 3.2: Rural Roads Infrastructures by Types and Length

Road types	No. of Roads	Length (Km)			No. of Structures	Length (m)	Gaps	
		Total	Paved	Earthen			No.	Length (m)
UPZ Rd	4764	37,254	33,323 (89.44%)	3,931	61,435	425,140	2,340	81,100
Union Rd	8056	41,828	28,200 (67.41%)	13,628	62,346	327,298	4,360	95,400
Village Rd- A	48514	1128,476	36,627 (28.5%)	91,849	87,010	388,196	27,410	245,243
Village Rd- B	89786	1145,774	18,269 (12.53%)	127,505	53,109	197,156	36,668	220,138
Total	151120	3353,332	116,419	236,913	263,999	1,337,790	70,778	641,880

Source: Local Government Division, 2019

Steps Need Careful Consideration in the Sub-Sector of Rural Infrastructure

Rural Road network in Bangladesh reached to a saturation point, instead of constructing new road; proper maintenance of existing road network should get the priority. The nation in general and LGD in Particular should focus three issues on priority basis : (1) Rapid loss of productive land for residential and road purposes, (2) Unplanned housing sprawling everywhere creating a generation of ‘concrete slums’ in rural Bangladesh, and (3) Loss of Khas land and public water bodies.

3.3 Review of Progress of Rural Development & Cooperatives

Rural Development & Cooperatives Division (RDCD)

RDCD had diverse interventions to secure the socio-economic development and accelerating rural economy through promotion of rural organizations, micro and supervised credit operation, rural capital management, facilitating production and market linkage for the rural products, developing rural micro infrastructure, conducting research and action research, etc. The RDCD has made a considerable progress during the 7FYP, particularly with increased agricultural and off-farm production, skilled manpower, energy supply, water and sanitation and access to finance for the rural poor (particularly women) and employment generation.

Rural Development Progress during the 7FYP

- Water resources and irrigation: During 7FYP, BRDB managed about 18,000 no of irrigation pump which significantly contributed to boost up the rural agriculture production specially the rice production. The adoption of the Bangladesh Delta Plan 2100 (BDP 2100) in November 2018 is a major milestone in the Bangladesh history of integrated management of water resources that is expected to radically change the rural economic environment with improved flood control, reduced salinity, reduced water logging, improved drought management and proper irrigation facilities. This will also improve coordination of water resource management across the large number of public agencies involved in implementation.
- Rural employment and livelihood: A total of 23,400 beneficiaries were supported with programmes of rural employment and livelihood involving Tk.166.66 crore through different projects of the Department of Cooperatives (DoC). In addition, around 22,000 households were supported with cross-breed cattle, which have increased the milk production by 90,000 litres per day. The Department of Cooperatives, BRDB and other concern agencies under RDCD have made a progress on the rural employment, livelihood improvement of disadvantaged women and ethnic people. These programmes have contributed to rural employment and income generation ultimately reduced the rural poverty. BRDB also has tremendous achievement on micro infrastructure development in rural area in coordination with UP under the 'Link Model' Concept. BARD and RDA contribute to rural development through research, action research and training of local government functionaries, civil servants, LGI representatives and functionaries, Water management Groups/Associations (WMGs/WMAs), co-operators and rural development functionaries of GOs and NGOs. Bangabandhu Academy for Poverty Alleviation & Rural Development (BAPARD) arranges training on various income generating activities on farming and off-farming for self-employment of small and marginal farmers and asset-less unemployed people. During the last five years (From July 2015 to June 2020) it conducted training for 15,135 trainees, where 8,282 were male and 6853 were female. Palli Daridro Bimochon Foundation has implemented several projects aiming at rural employment generation, livelihood development of disadvantaged women and gender equality. A total of 3,00,000 beneficiaries were supported with an amount of Tk.350 crore, which created employment opportunities for 1,50,000 people during the 7FYP.

- **Amar Bari Amar Khamar:** This special program was initiated by the Honorable Prime Minister to alleviate rural poverty. It was the largest project in the public sector for poverty alleviation and rural development in Bangladesh. The project started on July 2009. The main objective of this project was to reduce poverty in rural areas making each rural household the focus for agro economic activities for sustainable livelihood development through optimum utilization of local resources, human resources and time. The 7th Five Year Plan of Bangladesh recognized Amar Bari Amar Khamar as a rural based self-employment and income generating project. Some 56.77 Lac poor households were organized under 120,325 village somittees (village society) to support this project. Project cost was 7885.25 Crore Taka, savings of beneficiaries stood at 2083.10 Crore Taka. This project was completed on 30 June 2021. After completion it has been transformed into ‘Polly Sanchay Bank’ which is now under Financial Institution Division.

3.4 Review of Progress of Chittagong Hill Tracts Affairs

The Chattogram Hill Tracts (Rangamati, Bandarban and Khagrachari districts) are well-known as the aesthetic and green-charming areas of Bangladesh. Various tribals and Bangali populations have been living in the CHT region for ages. These communities belong to distinct cultural identities, are also an indispensable part of the main-stream population of the country. Since independence of Bangladesh, and as per constitution of the People’s Republic of Bangladesh, the government has been implementing various development projects undertaken for accelerated socioeconomic development of the people living in these three districts through the Ministry of Chattogram Hill Tracts Affairs. Some of these include supplying safe drinking water, development of pisciculture, improvement of healthcare services, construction and development of climate change tolerant agricultural infrastructure, development of tourism, eradication of poverty, women’s advancement and overall socio-economic development of the people living in this region. In addition, other

programs, focusing on the comprehensive development of this region, include development and expansion of educational institutions for children’s access to quality education, providing technical education and training to young men and women, providing financial assistance to different tribal/ non-tribal communities on their festivals and on special days for the conservation of their own language and culture, establishment and development of social welfare institutions, development of sports and culture, construction of physical infrastructure and construction and maintenance of religious institutions, etc.

Ministry of Chattogram Hill Tracts Affairs has been created in accordance with the provisions of the Peace Accord signed on 2nd December, 1997 to ensure overall development of Hill Tracts region. This ministry is committed to establish equal rights and opportunities and equitable distribution of resources among the citizens of this region as guaranteed in the Constitution of the People’s Republic of Bangladesh. Women constitute more than 50% of the beneficiaries of the projects and programs implemented through this ministry. In addition, the ministry has undertaken some specific programs and projects targeting women of Chittagong Hill Tracts region.

Major areas of progress made by the Ministry includes the Implementation of CHT Peace Accord: Undertaking programmes with the objective to bring about development on socio-economic condition and uphold the social customs, culture and language of tribal/non-tribal people living in the CHT areas; Supervision and coordination of all development activities: Communication with International Center for Integrated Mountain Development (ICIMOD) and all relevant Government agencies, International Agency, Donor Agency and Development partners; Coordination among all relevant Government agencies in order to preserve the environmental and geo-physical characteristics of CHT area; Coordinate activities related to social safety net, relief, rehabilitation and dealing with crisis situations arising from any calamity in the CHT areas; Secretariat services to Council Committees and other special committees/commission formed for development of CHT; Supervision and monitoring of NGOs activities in the CHT areas; Development of biodiversity and eco-friendly tourism in CHT and Enact Hill tracts related law, rules, and regulations.

Chapter 4

8th FYP Objectives and Targets

Chapter 4: 8th FYP Objectives and Targets

4.1 8th Five Year Plan Objectives and Targets for LG&RD Sector

The Eighth Five Year Plan (July 2020- June 2025) is the first step towards implementing 20 year Perspective Plan 2021-2040, SDG 2030, Vision 2041, and Bangladesh Delta Plan (BDP) 2100. The Action Plan on LG and Rural development sector is based on the objectives, target and strategies of the 8FYP which also aims at leading Bangladesh to the path of an upper-middle-income country (UMIC) by 2031. The 8FYP set the goals to achieve “effective, accountable and equitable local government system and rural development in Bangladesh” which in turn will contribute to achieving the goals of relevant SDGs, Vision 2041 and BDP 2021.

The Ministry of LGRD&C is divided into two Divisions- LGD and RDCD. LGD discharges its functions through departments and directorates like LGED, DPHE, WASA, NILG and Directorate of M&E at LGD (Ministry) and looks after constitutionally mandated Local Government Institutions (LGIs) like Zila Parishad(61), City corporations(12), Upazila Parishad (492), Pourashava (324) and Union Parishad (4554) as administrative ministry. The RDCD division carry out its field level operations through department and directorates like BRDB, Department of Cooperatives (DoC) autonomous institutions like BRDB, BARD, RDA, PDBF, BAPARD, SFDF, KB as well as over 1 70,000 cooperative societies and about another 1 lakh informal groups (RDIs) engaged in various income generating and empowerment activities. In each of the Division there are two different types of institutions i.e. GOB Revenue supported directorates, departments and autonomous bodies and constitution directed and mandated elected institutions (LGIs) created by Parliamentary acts and grass root level organizations RDIs (Rural Development Institutions) registered under DoC, BRDB, SFDF, PDBF and KB .The functions and activities of both sets of organizations are supposed to be supportive and complementary to each other.

The GOB organizations, LGIs and RDIs together will contribute in achieving the following broad objectives under 8FYP:

1. Improved governance at all levels
2. Resources mobilization and coordination between the national and local government; and
3. Delivery of necessary services to the people.

Main objectives of Local Government Division

Main objectives of LGD as outlined in 8FYP under the three broad objectives are:

Ensure good governance at all levels

- Define Functions of LGIs and RDIs at all levels
- Update guidelines for participation in planning and monitoring functions of LGIs
- Strengthen capacity of LGIs, RDIs and associated agencies
- Ensure local level Participation in planning and monitoring the functions of LGIs
- Promote the performance-based incentive system for the LGIs
- Conduct action research on local development and disseminate results
- Promote women’s empowerment in the LGIs and RDIs

Improved Service Delivery

- Provide sustainable Physical and social infrastructures and improve rural infrastructure
- Ensure appropriate services at grassroots
- Improve e-governance system and services
- Extend social safety net coverage
- Promote Primary health care services

Enhanced resource mobilization and coordination between national and local government

- Reform national transfer to LGIs by making them criteria base, transparent and predictable
- Sharply strengthen LGI resource mobilization focused on property taxes and cost recovery of services

4.2 Alignment with Five Year Plan and ADP

The Annual Development Programme is an integral part of planning process through implementation of projects and programmes from year to year. ADP stands for annual development programme which is an organized list of projects in various sectors. The ADP is prepared on the basis of the year's development budget approved by the parliament. The government has a practice of revising the ADP every year. The Programming Division of the Planning Commission contributes to planning process of the annual budget by preparing the ADP. The guidelines are based on national plans and strategies and are informed by the budgetary ceilings and provisions established in the Budget Circular 1. The ADPs are structured across a categorization of 15 sectors defined by the Programming Division. All ADP submissions are scrutinized by the Planning Commission.

Regarding ADP allocation, the government accorded the highest priority to development of the LGIs. Although the allocations fell short of the 7FYP targets, total investments increased considerably over the plan period. On average ADP allocations amounted to 16% of total ADP, which is the highest for any line ministry. Yet, they fell short of meeting the development needs, which suggests the importance of strengthening resource mobilization at the LGI level through fiscal decentralization.

Table 4.1 Development Expenditures (In Crore Taka)

Year	Local Government			Rural Development and Cooperatives			Chattogram Hill Tracts		
	7FYP Allocations	Annual Dev. Expenditures	Annual Growth	7FYP Allocation	Annual Dev. Expenditures	Annual Growth	7FYP Allocations	Annual Dev. Expenditures	Annual Growth
2016-17	16,650	12,374	-	1,020	1,145	-	510	606	-
2017-18	20,340	21,526	74.0%	1,450	1,414	23.5%	740	849	40.1%
2018-19	24,210	22,850	6.0%	1,730	1,715	21.3%	880	914	7.7%
2019-20	28,380	25,468	11.5%	2,030	1,695	1.2%	1,030	989	8.2%
2020-21	33,300	29,921	17.5%	2,380	1,865	10.0%	1,210	841	15.9%

Source: Ministry of Finance

The Annual Development Programme is used for attaining medium-term and long-term development aspirations of Bangladesh. But the links between the ADP and the FYP are weak:

- i. The budget under MTBF is prepared on three-year basis whereas the ADP is prepared on annual basis, which leads to a mismatch in resource allocation;
- ii. The sector categorization structure of 15 sectors used by the Programming Division in the ADP planning process does not match the broader sector categorization defined in the FYP;
- iii. On the other hand, the budget is prepared by dividing the economy into 13 sectors. This warrants not only sector alignment but also synchronization in resource allocation to ensure coherence;
- iv. The ADP circular does not provide clear instructions to line ministries and agencies on how to prioritize and propose development projects; In such situation, projects are justified within very broad criteria, leading to the proliferation of a large number of projects that are not aligned with long-term development objectives; and
- v. The ADP tends to underspend by a greater amount than the non-development budget.

4.3 Alignment with Sustainable Development Goals (SDGs)

The 8th Five Year Plan and Sustainable Development Goals (SDGs) almost share the same development spirit although often they differ in prioritization and use of terms. The 8th FYP was prepared by the General Economics Division as the blueprint of SDG implementation. Thus, it has become essential to look critically into the existing alignment between SDGs and the 8th FYP in order to develop the framework for local government and rural development action plan for both SDGs and 8th FYP in a mutually complementary way. As the 8th FYP is the means of implementation of SDG targets in Bangladesh, Ministries/Divisions and other government agencies have already identified the Actions/ Activities/ Interventions to achieve the SDG targets.

Table 4.2: Lead Role and Co-lead Roles of LGD

Local Government Division (LGD)	
Lead role	Co-lead role
3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks
6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all	6.b Support and strengthen the participation of local communities in improving water and sanitation management
6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.	

Local Government Division (LGD)	
Lead role	Co-lead role
6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.	
6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	
	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.	11.a Support positive economic, social and environmental links between urban and rural areas by strengthening national and regional development planning.
11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities	11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.
12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.	
12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	
16.9 By 2030, provide legal identity for all, including birth registration.	

With the beginning of the implementation of the new global Agenda in January 2016, Bangladesh started working on embedding SDGs in the national context, particularly, aligning the goals and targets in the relevant national policy and programmes. The General Economic Division (GED) of the Planning Commission has already conducted a mapping exercise to identify the responsibilities of the Ministries/ Divisions by SDG targets. The exercise shows that LGD will lead 10 targets and co-lead four targets. LGD is expected to take leading roles in issues such as access to safe water, sanitation and

hygiene, air quality and waste management, legal identity for all people, coordination among rural and urban LGIs for good environment management, and so on. RDCD assumes a co-lead role on target 1.4 on equal rights to access economic resources.

Table 4.3: Lead Role and Co-lead Roles of RDCD

Rural Development and Cooperatives Division	
Lead role	Co-lead role
	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.

4.4 Alignment with Five Year Plan and Perspective Plan

The Perspective Plan provides the road map for accelerated growth and lays down broad approaches for eradication of poverty, inequality, and human deprivation. Specific strategies and the task of implementation will be articulated through the five-year plan. Effective and efficient execution of the Plan is the key, its success will be judged by progress made against the goals, and targets set in the Plan. This Plan presents the broad framework to work out strategic and operational details on how the country should move forward. The Perspective Plan for a Transformed Bangladesh by 2031 may be described as follows:

Short to Medium-term up to 2031:

Five-year plans will have to be fully synchronized with Government’s Medium-Term Budget Framework (MTBF) and the annual budgets so that regular monitoring and course correction could be made as the economy moves towards PP2041 target.

Longer-term beyond 2031:

The Planning Commission should consider focusing exclusively on vision, strategies and policies of both perspective and respective five-year plans.

4.5 Alignment with Delta Plan

Governance and Institutions

Sound implementation of public policies and programmes depends upon the prevailing governance environment and underlying institutional arrangements. These requirements gain added significance when policies and programmes are cross-sectoral in nature and involve multiple line agencies. The BDP 2100 agenda is essentially cross-sectoral and implementation arrangements involve multiple line ministries, local government institutions, communities and private sector. Clarity of role, interdependence of actions and a coordinated approach are essential requirements of the institutional set up for BDP 2100 implementation. The stakes are large and so are the resource requirements. Yet, resources are limited and there are competing demands. How resources are allocated among competing demands, how trade-offs are made and how effectively programmes are implemented to get the best results from limited resources are major political economy issues that depend critically upon the prevailing governance environment.

Globally there are many other delta experiences and Bangladesh can learn from these experiences with a view to avoiding their mistakes and adapting the positive experiences to the Bangladesh situation. Importantly, Bangladesh itself has a long experience in dealing with the delta issues and challenges. A solid review of these experiences, identifying areas of success and areas where there are major gaps can provide useful lessons for building the institutional arrangements for the implementation of the BDP 2100.

Institutions are dynamic in the sense that they evolve over time. Starting with a thoughtful design that involves pragmatic solutions based on the present socio-political realities of Bangladesh and working under the umbrella of the overall capacity constraints in public administration, institutional changes can further evolve as implementation progresses. The immediate challenge is to develop a basic minimum core arrangement now without which the implementation of the BDP 2100 will falter. GED will look after and coordinate implementation of the Bangladesh Delta Plan 2100 as a holistic, techno-economic mega plan.

Key elements of the Governance and Institutions under the BDP 2100

Strengthening Core Delta Institutions: It is imperative to strengthen the core delta institutions for the BDP 2100 to succeed and also for the effective implementation of the Delta Plan itself. This is a tough challenge and involves long term effort. Yet some core institutions require mediate attention. These include: GED, BWDB, WARPO, DOE, DOF, DAE, LGED, FD, DBHW, etc., the municipalities (City Corporations and Pourashavas), the WASAs, the newly constituted local water management bodies and all specialized institutions within different non-water delta line ministries (specialized institutions working on delta-related issues in the ministries of agriculture, disaster management and relief, shipping and inland water, local government, environment, forests and climate change and livestock and fisheries). The Ministry of Water Resources is the primary water management institution in the country. Its work is supported by a number of specialized agencies including the two core institutions: BWDB and WARPO. Both institutions need considerable strengthening in terms of new technology, innovation, integrated planning, research, economic management and consultative processes. BWDB will also need to help out with the establishment of the local water management bodies and learn to work with them collegially as a complementary institution rather than as a competing institution. The evolution of decentralized water management will face major challenges and will have obvious teething problems. GED, WARPO and BWDB can make this process smoother and less costly through proper support and coordination.

Most of the proposed projects in Bangladesh Delta Plan involves at least one of seven implementing agencies: Bangladesh Water Development Board (BWDB), Bangladesh Inland Water Transport Authority (BIWTA), Dhaka Water Supply and Sewerage Authority (DWASA), Chattogram Water Supply and Sewerage Authority (CWASA), Department of Public Health Engineering (DPHE), Local Government Engineering Department (LGED), and the Department of the Bangladesh Haor and Wetland Development (DBHWD). Each of these agencies requires capacity building initiatives to implement the proposed projects successfully.

Local Government Engineering Department (LGED) is responsible for implementing infrastructure projects including small-scale water projects that are not otherwise administered by BWDB. To help implement proposed projects, LGED would benefit from a re-examination of staffing needs and recruitment, training and integrated water management approach, and capacity building to not only implement, but also monitor and evaluate projects.

Missing link of water management at the grassroots and beneficiary level under BDP 2100

So far the BWDB and LGED while designing water sector projects attempted to have their own grass root level beneficiary organizations namely WAG/WMA and WMCA to make efforts sustainable by ensuring people's participation and public accountability. The same questions may be raised again during the designing of BDP projects as they exist and could not be solved in water management. The issue of local people's involvement with appropriate institutional and legal coverage would be one of the crucial issues need to be solved during the designing of the BDP projects and programmes. Many of the studies suggested LGIs as mandated organization to be involved with a new legal coverage and adequate manpower. The LGD may consider the issue well ahead in molding the LGIs appropriate for the role.

Chapter 5

Theory of Change

Chapter 5: Theory of Change

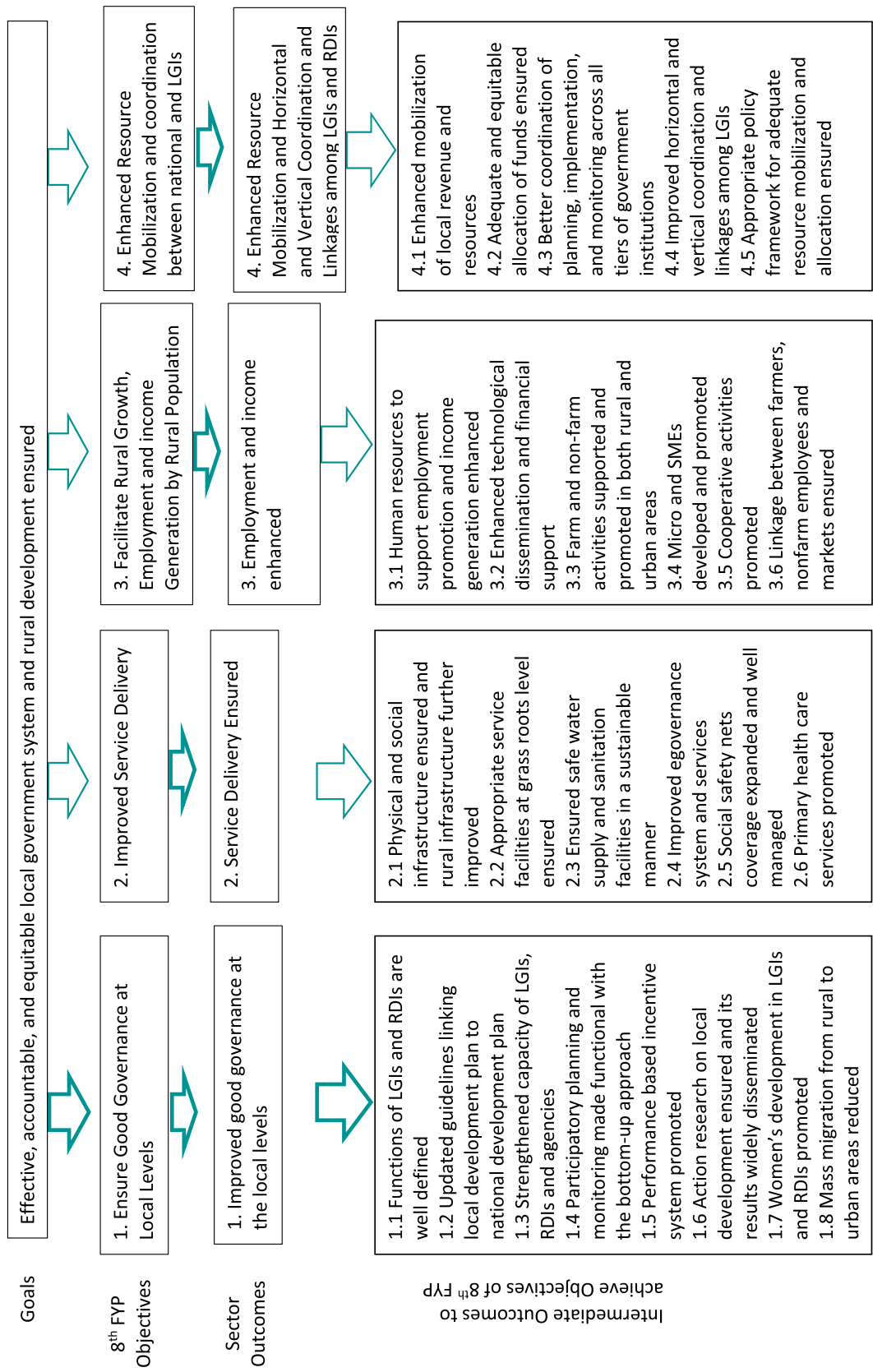
5.1 Theory of Change

Building on the achievements, the Sector Goal for the local government and rural development sector is set forth as follows: Effective, accountable and equitable local government system and rural development ensured.

The GoB will achieve the Sector Goal through the sector Theory of Change in the local government and rural development sector presented in the figure overleaf. Achieving four Sector Outcomes below will collectively attain the Sector Goal.

- Sector Outcome 1: Improved good governance at the local level;
- Sector Outcome 2: Service delivery ensured;
- Sector Outcome 3: Employment and income enhanced; and
- Sector Outcome 4: Enhanced resource mobilization and effective coordination between national and local government institutions and vice versa.

All interventions in the local government and rural development sector will contribute to the realization of one or more Sector Intermediate Outcomes in the Sector Theory of Change. The achievement of those Sector Intermediate Outcomes will help deliver one of the four Sector Outcomes, and thereby achieving the Sector Goal. To this end, concerned MDAs in the local government and rural development sector will identify and formulate investment and technical assistance projects to achieve one or more Sector Intermediate Outcomes, while the Planning Commission will appraise relevance of project proposals against the Sector Intermediate Outcomes. The following Theory of Change for the Local Government and Rural Development Sector is based on the Sector Strategy Paper prepared by the Programming Division.



5.2 Sector Outcomes and Intermediate Outcomes

5.2.1 Sector Outcome 1: Improved good governance at the local level

Good governance is one of the key purposes to develop RDIs and LGIs. Sector Outcome 1 covers the major interventions to develop effectiveness and accountability of RDIs and LGIs. Through theory of change interventions, the LGD, RDCD and concerned MDAs will collaboratively improve the local government system.

5.2.1.1 Functions of LGIs and RDIs are well defined

Local government legal framework (LGLF) offers a standard overall legal structure for the local government system. The LGLF will cover all units and tiers of local governments, both urban and rural and also include the functions and responsibilities of LGIs and RDIs. LGLF will clearly define:

- All Units and Tiers of Local Governments Formation
- Function,
- Jurisdiction,
- Taxation,
- Finance,
- Budget,
- Account,
- Electoral Process, and
- National-Local And Local-Local Relationships

5.2.1.2 Updated Guidelines Linking Local Development Plan To National Development Plan

Planning Commission, in close collaboration with RDCD and LGD, need to update the guidelines for local level planning of RDIs and LGIs. The Guidelines will assist RDIs and LGIs in formulating their local level plans in line with national priorities in the national FYP.

5.2.1.3 Strengthened capacity of LGIs, RDIs and agencies

The government will build capacity of RDIs and LGIs through

- Assignment of proper officials;
- Various technical assistance; and
- Training programmers implemented by training institutions under LGD and RDCD.

The Government need to

- Assist RDIs and LGIs in developing planning and budgeting capacity; and
- Assist in Improving design and management of local development programmers

5.2.1.4 Participatory planning and monitoring with bottom-up approach

The RDIs and LGIs need to promote participation from communities in prioritizing, implementing, and monitoring development programmes. The RDIs and LGIs need to ensure planning and implementation of local development programmes are effective and relevant for respective communities and managed efficiently. The RDIs and LGIs will expand the role of community-Bases Organizations (CBOs) and strengthen participation from different groups, particularly women and the poor. The coordination

and integration activities focusing on Union Parishad need to be expanded to ensure peoples' participation, accountability, transparency, and bottom-up planning approach.

5.2.1.5 Performance based incentive system promote

The RDCR and LGD will support RDIs and LGIs to

- Introduce and use indicators and
- Use standards for measuring performance of service delivery at the local level.

Introduce performance-based incentive system developed by the UGDP. The RDCD and LGD will broaden the role of oversight institutions that would

- Perform financial and service delivery audits,
- Investigate irregularities, and
- Publicize performance reports.

5.2.1.6 Action research on local development ensured and its results widely disseminated

The RDIs such as Rural Development Academy (RDA), Bangladesh Academy for Rural Development (BARD), Bangladesh Academy for poverty Alleviation and Rural Development (BAPARD), and Bangladesh Rural Development Training Institute (BRDTI) need to promote action research and disseminate their results widely among a broad range of stakeholders. The RDCD agencies such as BRDB and DoC along with relevant stakeholders will promote activities based on the results of action research. The LGIs will promote activities based on the results of action research.

5.2.1.7 Women's development in LGIs and RDIs promoted

The RDIs and LGIs will Promote programmes for women development, considering all relevant cross-cutting issues, such as

- Income generation,
- Social safety nets, and
- Promotion of cooperatives.

5.2.1.8 Mass migration from rural to urban areas reduced

The RDIs and LGIs will promote programmes for rural development to enhance its positive impacts on reducing rural-urban migration. Physical and social infrastructure development in rural areas will have a quick impact on creating local labor demands. Improving rural service delivery including Primary health care; Safe water supply; Sanitation and Social safety net will contribute to making local livelihoods more convenient and attractive.

5.2.2 Sector Outcome 2: Service delivery ensured

Through a number of intermediate results, ensuring service delivery significantly contributes to Bangladesh's rural development. To ensure public services in rural areas, infrastructure development is a significant focus of the LGRD sector in the ADP. Additionally, important initiatives to support the provision of fundamental services, such social safety nets, are mentioned here. Finally, the application of modern technology for LGIs and rural development is a key emphasis of e-government services.

5.2.2.1 Physical and social infrastructure ensured and rural Infrastructure further improved

The LGED, in close collaboration with LGIs, will develop, upgrade, and effectively maintain

- Physical infrastructure, including rural road network such as rural roads, bridges culverts, ghats, bus terminals, and growth centres; and
- Social infrastructure, such as Union and Upazila parishad buildings, cyclone and flood shelters, rural and municipal market, and slums.
- Zila parishads also will play an important role to construct those rural infrastructures and ensure road safety and mainstream climate change resilience in all infrastructure design, implementation, and maintenance.

The RDCC, LGD, and its subordinate departments and agencies will coordinate with RDIs and LGIs to ensure that physical and social infrastructure in rural areas are developed in a well-balanced manner and to encourage developing rural infrastructure especially in the backward areas. The participatory Micro infrastructure Development activities of BRDC under link Model will be further promoted to attain rural infrastructure needs that are not being addressed by any agency. Action research of RDA should be promoted further to provide low-cost housing for rural people, explore low-cost housing materials, and scale up with support of BRDB.

The 8FYP sets the specific targets for LGED in the following.

- Up-gradation/double lane of rural core road network with climate, disaster, and other impact resilient design (16,000 km).
- Increasing Rural Access Index (RAI) to 90% from 84% (survey 2018) (33,000km)
- Construction/reconstruction/rehabilitation/widening of 165,000-meter bridges on core road network and other Upazila roads, Union roads and village roads.
- Improvement of road safety engineering at junctions of LGED roads with National Highways.
- Improvement of selected Union Road (8,000 km).

Moreover, according to “Revised Monitoring and Evaluation Framework for SDGs: Bangladesh perspective” published by GED, one of the targets is, ‘the proportion of rural population (95% by 2020) who live within 2km of an all-seasoned road’, which is mainly the responsibility of LGED.

5.2.2.2 Appropriate service facilities at grass roots level ensured

The RDIs and LGIs will ensure construction of facilities to provide appropriate services at the grass roots level. Those facilities include, but are not limited to,

- Branch offices of BRDB,
- Agriculture extension service centres, and
- Union digital centers.

The 8FYP sets out the specific targets for LGED in the following.

- Development of growth centers and Rural Markets (1200 Nos).
- Construction of all remaining Union Parishad Complexes (1166 Nos).
- Extension of Upazila Complex (400 Nos).

5.2.2.3 Improved e-governance system and services

The government will facilitate e-governance at the local level through a well-designed programme of information and communication Technology. This will involve provision of adequate hardware and software, technical assistance, and training programmes that assist RDIs and LGIs especially to union Digital Centre in providing online public services and disseminating information to people in rural and urban areas.

5.2.2.4 Social safety nets coverage expanded and well managed

The RDCD and LGD will continue improving livelihoods of the extreme poor who are unable to meet daily income needs and suffer from food insecurity. The target groups will be the poorest who live in vulnerable environments and remote areas, such as flood-prone river islands (chars), basins (haors), water-logged areas, cyclone-prone coastal regions, and river erosion areas.

The RDCD and LGD will implement poverty alleviation programmes, including micro-savings programme, to expand coverage of social safety nets for people under severe poverty. The RDCD and LGD, in coordination with LGIs, will ensure effective management of social safety net to alleviate severe poverty.

The government is fully aware of the need to strengthen the implementation of the various rural social protection programmes to maximize the impact on poverty reduction.

In collaboration with LGIs and other rural support institutions, utmost efforts will be given to ensure proper targeting of beneficiaries so that both the exclusion and inclusion errors can be effectively dealt with and minimized.

5.2.3 Sector Outcome 3: Employment and income enhanced

Bangladesh's rural development policies have long aimed to lessen poverty. The 8FYP highlights employment and income generation as two driving forces for poverty reduction and identifies training programmes for disadvantaged groups as a critical intervention. Dissemination of cutting-edge technologies for rural development will help to provide job opportunities. Promoting both agricultural and non-agricultural industries will assist create chances for income production, and institutionalizing SME and cooperative development will increase their ability to absorb labor. Access to markets and the promotion of value chains will increase the range of cooperative activities and the likelihood that businesses will survive. Together, these actions will result in more employment and income.

5.2.3.1 Human resources to support employment promotion and income generation enhanced

To promote employment and income generation agencies and the training institutions under the LGD and RDCD will provide skills development training to the rural poor, particularly, disadvantaged women and other socially and economically marginalized groups with a view to generating self-employment in non-farm sectors

5.2.3.2 Enhanced technological dissemination and financial support

The research institutions under the RDCD (BARD, RDA, BAPARD, BRDTI) will develop modern, appropriate, and sustainability-enhancing technology and introduce models through action research. Implementing agencies under the RDCD such as BRDB will introduce different communication mechanisms and increasingly use online facilities and services for wider dissemination of knowledge.

5.2.3.3 Farm and non-farm activities supported and promoted in both rural and urban areas

The RDCD in collaboration with other relevant stakeholders will ensure its support for both private agriculture and private non-agricultural businesses in rural and urban areas. Technical officials of the NBDs based at the Upazila and Union parishad level will provide support to residents. For example, Sub-Assistant Agriculture Officers (SAAO) as a part of NBDs will provide support for farmers regarding appropriate use of seeds, pesticides, and irrigation at the Union level. Agencies under the RDCD will promote local cooperatives and cottage industries for their smooth operation and development

5.2.3.4 Micro and SMEs developed and promoted

The agencies under the RDCD along with relevant stakeholders will promote economic activities by creating and promoting micro and SMEs and informal groups (RDCD Societies).

5.2.3.5 Cooperative activities promoted

The RDCD will

- Promote development of farm and non-farm products value chain;
- Create access to markets through cooperatives and RD societies;
- Create livelihood programs for Char and Haor areas and ethnic people through cooperatives;
- Construction of cooperatives based multistoried building with modern facilities for livelihood improvement in rural areas; and
- Create product based village model for one village one product.
- Raise awareness on the value chain and market access among members of cooperatives and RD societies.
- Build up awareness, market access & cooperatives in rural areas.;
- Ensure electricity facility by Solar panel;
- Build up storage house for agro products;
- Build up awareness, market access and cooperatives in Rural areas;
- Ensure self-employment in rural areas.

Department of Cooperatives will

- Continue working on promoting cooperative activities;
- All departments and institutes of RDCD will work together;
- RDA;
- BARD;
- Cooperatives; and
- BRDB.

Concerned RDCD agencies will

- Provide necessary research support in those areas;
- Provide necessary research support and training;
- Provide necessary research support; and
- Provide necessary research support and training.

5.2.3.6 Linkage between farmers, non-farm employees and markets ensured

The farmers, non-farm employees, and markets will be further encouraged by RDCD, LGD and MoCHTA for development of the agricultural value chain and access to market. RDCD will

- Promote direct marketing of agricultural products through cooperatives;
- Raise awareness on value chain and market access among cooperative members;
- Support activities on different aspects of production, including assurance of quality and hygiene of products;
- Ensure fair price of products;
- Promote branding of products under the name of cooperatives;
- Develop marketing infrastructure.

5.2.4 Sector Outcome 4: Enhanced resource mobilization and effective coordination between government and LGIs and vice versa

The LGIs are expected to gradually increase generation of own revenues from local resources by farming a new tax schedule and the Local Government Legal Framework. The government will also gradually increase allocation of ADP to LGIs. To strengthen strategic planning, implementation, and monitoring, the government and LG tiers will start a new coordination system. The linkage across the different LG tiers/RDIs (vertical) and among the same LG tier/RDIs (horizontal) will be enhanced to improved strategic coordination. The “horizontal learning programmes” (HLP) of the ministry has already been contributing to enhancing the linkages.

5.2.4.1 Enhance mobilization of local revenue and resources

The government will adopt a comprehensive tax sharing formula in the national tax policy that stipulates the sharing of national tax revenues between national and local governments. This will enhance accountability of both national and local governments to tax payers, and ensure equitable sharing of revenues between the government and LG tiers. The government will

- Consider gradually increasing block grants for LGIs through ADP,
- Commensurate with capacity development of RDIs and LGIs Personnel development of performance assessment system of LGIs.

5.2.4.1 Adequate and equitable allocation of funds ensured

All sector stakeholders recognize that it is crucial for LGIs

- To enhance their capacity
- To raise local revenues from taxes, tools, fees, and other miscellaneous receipts from local resources.

To support LGIs to achieve this outcome, the government will Frame model tax schedules to guide LGIs in mobilizing local revenues. The government will implement investment and technical assistance projects in which governance improvement of LGIs, including local resource mobilization, is integrated and used for performance-based allocation of project resources.

5.2.4.1 Better coordination of planning, implementation, and monitoring across the LGIs, RDIs, and relevant stakeholders

The Government will

- Develop and implement a plan to prepare and integrate local development plan of LG tiers into the national plan during the 8FYP period
- Start developing the coordination system for strategic planning, implementation and monitoring across all tiers of government institutions at the national and local levels.

The Government led by the Planning Commission and closely coordinated with the planning wings and branches of line ministries will facilitate the process of implementation of the plan. It will also intensify ongoing initiatives to provide technical assistance for LG tiers to develop local development plans.

5.2.4.1 Improved horizontal and vertical coordination and linkages among the LGIs, RDIs, and relevant stakeholders

The LGIs will strengthen capacity of their staffs to ensure horizontal and vertical coordination among LGIs and local offices of line MDAs.

5.2.4.2 Appropriate policy framework for adequate resource mobilization and allocation ensured

The government will create the LGLF to enhance resource mobilization. The government will create any other associated rules and regulations deemed necessary to operationalize the LGIF.

Chapter 6

Strategy and Action Plan to Achieve 8th FYP Targets

Chapter 6: Strategy and Action Plan to Achieve 8th FYP Targets

6.1 Strategy for Local Government

Table 6.1: Strategy for Local Government

Objective of 8 th Five-Year Plan for LGD	Objectives of Local Government Division	Strategy/ Activities
Ensure good governance at local levels	Good governance at the local level	<ul style="list-style-type: none"> • Impart training to elected public representatives and concerned officers and staff • Conduct Research/ Survey • Construction of Union Parishad complexes • Construction of Upazila Parishad complexes
Improved service delivery	Development of rural Infrastructure	<ul style="list-style-type: none"> • Construction, reconstruction, widening and maintenance of municipality, upazila, union and village roads • Construction and maintenance of upazila, union and village bridges-culverts • Construction of rural Hat-Bazars, Infrastructure and Growth Centers • Construction of women corners in the Bazars • Construction of cyclone-flood shelters
Ensure good governance at local levels	Socio-economic development of women	<ul style="list-style-type: none"> • Creation of employment for rural women • Training to LCS women members

Objective of 8 th Five-Year Plan for LGD	Objectives of Local Government Division	Strategy/ Activities
Improved service delivery	Facilities development for the citizen	<ul style="list-style-type: none"> • Construction of safe water sources • Water supply through pipe lines in urban areas • Test, monitor and observe the quality of water sources on a regular basis • Installation and construction of safe water sources and sanitary latrines in slum areas • Arranging work shop seminars to build awareness about registration of Birth and Death [Increase no. of online registration • Collection and management waste of hospitals • Collection and management of information about birth and death
Improved service delivery	Development and expansion of small scale water resources	<ul style="list-style-type: none"> • Canal digging and re-digging for water discharge and irrigation • Construction and maintenance of regulators, cross dams and dams for flood management
Improved service delivery	Environment- friendly planned urbanization as part of social infrastructure	<ul style="list-style-type: none"> • Construction, rehabilitation and maintenance of climate adoptive city roads, footpaths, drains, street lights, bus-truck terminals, parking slots and other infrastructure • Construction and maintenance of community sanitary latrines

6.2 Action Plan for Local Government

Table 6.2: Action Plan for Local Government

Thematic Category/ Thematic Area	Strategies/ Goal of 8FYP	Actions
Rural Road Connectivity	Proportion of the rural population who live within 2 km of an all-season road	<ul style="list-style-type: none"> • Establishing interconnection between villages and cities. • Continue to repair, maintain, improve and expand existing roads on a priority basis • Combining inland water transport with the existing road transport system as well as ensuring a healthy road alignment. • Priority to regional transport connectivity • Reducing maintenance frequency and thereby recurring cost of roadways, utmost attention should be given to make road infrastructure durable. • Develop middle-income enabled quality infrastructures with high-speed mobility facilities. • Emphasis should be given to build necessary access control infrastructures as well as to enforce different conflicting usages of right of way (r.o.w.) throughout the transport corridor. • Construction of bridges/culverts • Reconstruction of bridges/culverts • Improvement of the Upazila Road • Double lane/Widening/ Up gradation/ Rehabilitation of selected Upazila / Union Roads that needs up-gradation being used by a large number of commercial vehicles • Improvement of the selected Union Road. • Improvement of prioritized Village Road • Re-construction/Double lane of Bridges and Culverts on Upazila Road, Union Roads being used by a large number of commercial vehicles • Construction of Bridges and Culverts on Upazila Road, Union Roads • Construction of Bridges and Culverts on prioritized Village Road • Development of Growth Centres and Rural Markets

Thematic Category/ Thematic Area	Strategies/ Goal of 8FYP	Actions
		<ul style="list-style-type: none"> • Construction of all remaining Union Parishad Complexes • Extension of Upazila Complexes • Construction and rehabilitation of Cyclone Shelters and killas • Periodic and Routine maintenance of Paved and Herring Bone Bond (HBB) roads & structures on rural roads • Coordinate the Roads, Railway and inland water cargo linkages to strengthen the performance of Chittagong Port and the competitiveness of the manufacturing sector.
Safe Drinking Water	Proportion of population using safely managed drinking water services	<ul style="list-style-type: none"> • Ensuring safe water facilities for all through the development of different water supply options • Development of different water supply options in affected areas • Continue with hydrological and hydro-geological investigation for ground and surface water • Modern water management technology to be promoted to enhance irrigation efficacy and water productivity through optimal use of available water resources
Sanitation and Hygiene	Proportion of population using safely managed sanitation services	<ul style="list-style-type: none"> • Ensuring sanitation facilities for all through the development of different sanitation options • Sustaining & replication of Total Sanitation Campaign with a variety of water supply initiatives. • Ensuring sanitation facilities in the hydro-geologically difficult and problematic areas • Ensuring safe sanitation facilities for all through the development and upgradation of different sanitation options • Increase access to sanitation facilities to all rural people.

Thematic Category/ Thematic Area	Strategies/ Goal of 8FYP	Actions
Solid Waste Management	Percentage of urban solid waste regularly collected	<ul style="list-style-type: none"> • Ensuring cities are sustainable and more efficient with promotion of environment friendly activities in development of interventions. • Disseminate newly developed technologies and building materials which will be agriculture and environment friendly, disaster resilient and affordable. On a pilot basis, steps should be taken for construction of 75 low cost multi-storied residential building at different villages.
Improvements of Urban Slums	Proportion of urban population living in slums, informal settlements or inadequate housing	<ul style="list-style-type: none"> • Improvement of Slums: All relocation/resettlement of dwellers of untenable slums/informal settlements should be implemented in accordance with the Resettlement guidelines as prepared. • Improve inclusive housing and other civic services for urban inhabitants including for people living in informal settlements and slums • Improving sanitation services ensuring sanitation facilities for city dwellers by increasing the existing coverage. • Increasing the existing coverage of drainage system. • Basic leases should be used along with group tenure arrangements, whereby block is registered under a lease agreement to the group or a local authority. • Activities involving urban infrastructure contribute to the sustainability of the manufacturing and services sector growths through the urbanization strategy.
Monitoring of LGIs	Ensure local level participation in planning and monitoring the functions of LGIs (Number of Union Parishad)	<ul style="list-style-type: none"> • Ensuring legitimate comprehensive development plans for future development of urban areas of Bangladesh • Ensuring regionally balanced urbanization through polycentric decentralized development and hierarchically structured urban system;

6.3 Matrix for Achieving 8th Five Year Plan Objectives of Local Government

Table 6.3: Matrix for Achieving 8th Five Year Plan Objectives of Local Government

Objective of LGD for 8 th Five-Year Plan	Objectives of Local Government Division	Activities	Implementing Departments/Agencies
Ensure good governance at local levels	Good governance at the local level	Impart training to elected public representatives and concerned officers and staff Research Survey	Secretariat National Institute of Local Government (NILG) NILG
Improved service delivery	Development of rural Infrastructure	Construction of Union Parishad complexes Construction of Upazila Parishad complexes	Local Government Engineering Department
		<ul style="list-style-type: none"> • Construction, reconstruction, widening and maintenance of municipality, upazila, union and village roads • Construction and maintenance of upazila, union and village bridges-culverts • Construction of rural Hat-Bazars, Infrastructure and Growth Centers • Construction of women corners in the Bazars • Construction of cyclone-flood shelters 	Local Government Engineering Department
Ensure good governance at local levels	Socio-economic development of women	Creation of employment for rural women	Local Government Engineering Department
		Training to LCS women members	Local Government Engineering Department

Objective of LGD for 8 th Five-Year Plan	Objectives of Local Government Division	Activities	Implementing Departments/Agencies
Improved service delivery	Facilities development for the citizen	<p>Construction of safe water sources</p> <p>Water supply through pipe lines in urban areas</p> <p>Test, monitor and observe the quality of water sources on a regular basis</p> <p>Installation and construction of safe water sources and sanitary latrines in slum areas</p> <p>Arranging work shop seminars to build awareness about registration of Birth and Death [Increase no. of online registration</p> <p>Collection and management waste of hospitals</p> <p>Collection and management of information about birth and death</p>	<p>Department of Public Health Engineering (DPHE)</p> <p>Department of Public Health Engineering</p> <p>Sylhet City Corporation</p> <p>Barishal City Corporation</p> <p>Cumilla City Corporation</p> <p>Rangpur City Corporation</p> <p>Gazipur City Corporation</p> <p>Dhaka WASA</p> <p>Chattogram WASA</p> <p>Khulna WASA</p> <p>Rajshahi WASA</p> <p>Department of Public Health Engineering</p> <p>Dhaka WASA</p> <p>Khulna WASA</p> <p>Rajshahi WASA</p> <p>Chattogram WASA</p> <p>Dhaka WASA</p> <p>Khulna WASA</p> <p>Rajshahi WASA</p> <p>Chattogram WASA</p> <p>City Corporations (All)</p> <p>City Corporations (All)</p> <p>Dhaka South City Corporation</p> <p>Dhaka North City Corporation</p> <p>Office of the Registrar General, Birth and Death registration</p>

Objective of LGD for 8 th Five-Year Plan	Objectives of Local Government Division	Activities	Implementing Departments/Agencies
Improved service delivery	Development and expansion of small scale water resources	Canal digging and re-digging for water discharge and irrigation Construction and maintenance of regulators, cross dams and dams for flood management	Local Government Engineering Department (LGED)
Improved service delivery	Environment-friendly planned urbanization as part of social infrastructure	Construction, rehabilitation and maintenance of climate adaptive city roads, footpaths, drains, street lights, bus-truck terminals, parking slots and other infrastructure Construction and maintenance of community sanitary latrines	Local Government Engineering Department City Corporations (All) Local Government Engineering Department Department of Public Health engineering

Activities, Output Indicators and Targets of Local Government Engineering Department (LGED)

Table 6.4: Activities, Output Indicators and Targets of Local Government Engineering Department (LGED)

Activities	Output Indicators	Related Strategic Objectives	Unit	Target				
				2020-21	2021-22	2022-23	2023-24	2024-25
1. Construction of Union Parishad complexes	Bhaban constructed	1	Number	105	110	115	120	125
2. Construction of Upazila Parishad complexes				65	70	65	65	61
3. Construction, re-construction, widening and maintenance of Municipality, Upazila, union and village roads	Constructed road	2	k.m. in thousand	5.50	5.85	6.85	7.05	7.75
	Maintained road		k.m. in thousand	13.50	14.00	14.20	14.30	14.50
4. Construction, re-construction and maintenance of Upazila, union and village bridges/culverts	Bridge-culvert		Meter in thousand	31.00	31.50	32.00	32.50	33.00
5. Construction of rural hats/bazaars, Infrastructure and Growth Centres	Hat/Bazars constructed		Number	195	200	235	270	300
	Bazars constructed			52	53	56	58	60
7. Construction of cyclone/flood shelters	Shelters constructed			76	80	85	85	90
8. Creation of employment for rural women	Employment	3	Person days in lakh	19.75	20	20.10	20.20	20.30
9. Canal digging and re-digging for water discharge and irrigation	Canals dug	5	k.m.	560	570	580	590	600
10. Construction and maintenance of regulators, cross dams and dams for flood management	Dam, Regulator and cross-dam constructed and maintained	5	Number	170	175	180	185	190
	Embankment		k.m.	190	200	210	220	230

Activities	Output Indicators	Related Strategic Objectives	Unit	Target				
				2020-21	2021-22	2022-23	2023-24	2024-25
11. Construction, rehabilitation and maintenance of climate adaptive city roads, footpaths, drains, street lights, bus-truck terminals, parking slots and other infrastructure	Road/Footpath constructed	6	k.m.	830	850	860	870	880
	Drains constructed			250	375	380	390	395
12. Construction and maintenance of community sanitary latrines	Latrines constructed	6	Number in thousand	73.0	73.0	74.0	75.0	75.0
13. Training to LCS women	Trainees	3	Thousand persons	21	22	23	24	25

6.4 Strategy for Rural Development and Cooperatives

Table 6.5: Strategy for Rural Development and Cooperatives

Objective of RD CD for 8 th Five-Year Plan	Objectives of RD CD	Strategy/ Activities
<ul style="list-style-type: none"> Facilitate rural growth and diversify economy for the promotion of employment and income generation; Reduce rural poverty focusing on the vulnerable rural population; Promote cooperative activities in production and financial resource pooling. 	<ul style="list-style-type: none"> Ensure the livelihood of the rural poor and deprived people through increasing income generating activities 	<ul style="list-style-type: none"> Organize people through formation of formal cooperative and informal groups Additional employment creation for members of the formal cooperative societies and informal societies Undertake income generating activities for the rural people Capital formation through shares and savings for cooperative members Loan Disbursement/Investment of capital Collection and Marketing liquid milk and milk product.
<ul style="list-style-type: none"> Ensure linkage among farmers, non-farm employees and markets for marketing products. 	<ul style="list-style-type: none"> Creation of new employment opportunities through institutional capacity building and skilled human resources development 	<ul style="list-style-type: none"> Impart motivational and income generating training to members of the formal and informal societies. Impart training to beneficiaries officers, public representatives and NGO workers involved in rural development
<ul style="list-style-type: none"> Ensure balanced development across districts, with a particular focus on the poor region. 	<ul style="list-style-type: none"> Formulation of appropriate rural development strategies and dissemination. 	<ul style="list-style-type: none"> Conduct research and action research and disseminate research results through publications Organizing Seminar and workshop on rural development Consultancy service
<ul style="list-style-type: none"> Ensure IT center establishment in rural areas. 	<ul style="list-style-type: none"> Ensure all Data for rural development and cooperatives. 	<ul style="list-style-type: none"> Publications Training, seminar and workshop Consultancy service
<ul style="list-style-type: none"> Increase production to met up the necessities. 	<ul style="list-style-type: none"> Expansion of milk production through cooperatives farming. 	<ul style="list-style-type: none"> Establishing more milk chilling centers. More facilities for dairy farming, training and incentives. Installing mild powder plant.

6.5 Action Plan for Rural Development and Cooperatives

Table 6.6: Action Plan for Rural Development and Cooperatives

Thematic Category/ Thematic Area	Strategies / Goal of 8FYP	Action/ Indicator
Rural Development	Promote cooperative activities in production and financial resource pooling	Number of formal co-operatives newly registered in particular by DOC
Co-operatives Activities enhancement	Expansion of Milk cooperative in Milk fade Upazila	Number of informal groups developed Number of newly registered Milk and dairy co-operatives
Rural Development	Ensure linkage among farmers, non-farm employees and markets for marketing products	Establishment of Bangabandhu Model Village
Rural Service Development	Creation of Alternative livelihood for the people of Haor region	Number of Alternative livelihood in the Haor region
	Livelihood development of Ethnic people of plain land through cooperatives	Number of formal co-operatives for livelihood development of Ethnic people of plain land
	Special attention to further closing the gap between the rich and the poor in accessing basic services with special focus on the bottom 20 percent where the gap is the highest	Number of people provided with SME credit

6.6 Matrix for Achieving 8th Five Year Plan Objectives of Rural Development and Cooperatives

Table 6.7: Matrix for Achieving 8th Five Year Plan Objectives of Rural Development and Cooperatives

Objective of RD/CD for 8 th Five-Year Plan	Objectives	Activities	Implementing Departments/Agencies
Facilitate rural growth and diversify economy for the promotion of employment and income generation; Reduce rural poverty focusing on the vulnerable rural population; Promote cooperative activities in production and financial resource pooling;	Ensure the livelihood of the rural poor and deprived people through increasing income generating activities	Organize people through formation of formal cooperative and informal groups Additional employment creation for members of the formal cooperative societies and informal societies	Secretariat Department of Co-operatives BRDB PDBF SFDF Secretariat Department of Co-operatives PDBF SFDF RDA
		Undertake income generating activities for the rural people	Secretariat BRDB PDBF SFDF BARD
		Capital formation through shares and savings for cooperative members	Secretariat BRDB PDBF SFDF
		Loan Disbursement/Investment of capital	Secretariat Department of Co-operatives BRDB PDBF SFDF RDA MILK VITA
		Collection and Marketing liquid milk and milk product	MILK VITA

Objective of RDCD for 8 th Five-Year Plan	Objectives	Activities	Implementing Departments/Agencies
Ensure linkage among farmers, non-farm employees and markets for marketing products	Creation of new employment opportunities through institutional capacity building and skilled human resources development	<p>Impart motivational and income generating training to members of the formal and informal societies.</p> <p>Impart training to beneficiaries officers, public representatives and NGO workers involved in rural development</p>	<p>Secretariat Department of Co-operatives BRDB RDA BARD BAPARD PDBF SFDF</p>
Ensure balanced development across districts, with a particular focus on the poor region	Formulation of appropriate rural development strategies and dissemination	<p>Conduct research and action research and disseminate research results through publications</p> <p>Organizing Seminar and workshop on rural development</p> <p>Consultancy service</p>	<p>BARD RDA BAPARD BARD RDA BAPARD RDA</p>

Activities, Output Indicators and Targets of Department of Cooperatives

Table 6.8: Activities, Output Indicators and Targets of Department of Cooperatives

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
1. Organize people through formation of formal and informal groups	Formation of new co-operatives	Number	6600	7000	7400	7800	8200
2. Additional employment creation for the members of formal/informal co-operatives	Employment creation	Persons	7000	8000	8500	9000	9500
3. Impart motivational and income generating training to members of formal/informal co-operatives	Creation of skilled manpower	Persons	13,700	14,900	15,500	16,300	17,000
4. Loan disbursement/capital investment	Loan Assistance	Tk in crore	50.00	55.00	60.00	65.00	70.00

Activities, Output Indicators and Targets of Bangladesh Rural Development Board (BRDB)

Table 6.9: Activities, Output Indicators and Targets of BRDB

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
1. Organize people through formation of formal and informal groups	Groups formed	No	700	750	775	800	825
2. Undertake income generating activities for rural people	income generating activities for rural women	People in (lac)	2.21	2.22	2.23	2.24	2.25
	income generating activities for rural men	People in (lac)	1.60	1.65	1.67	1.68	1.70
3. Capital formation through shares and savings for co-operatives members	Capital formation	Tk in crore	37.52	38.55	38.95	39.45	39.95
4. Loan disbursement/Investment of capital	Capital assistance	Tk in crore	110	1120	1125	1130	1135
5. Impart motivational and income generating training for the members of formal/informal co-operatives	Creation of skilled manpower	People in (lac)	1.78	1.80	1.82	1.84	1.85

Activities, Output Indicators and Targets of Bangladesh Academy for Rural Development (BARD)

Table 6.10: Activities, Output Indicators and Targets of BARD

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
1. Impart training to beneficiaries and officers, public representatives and NGO workers involved in rural development works	Creation of skilled manpower	People in thousand	4.65	4.65	4.70	4.75	4.80
2. Conduct research and action research and disseminate research results through publications	Identification rural development related problems and find out the solution	No.	17	18	18	19	19
3. Organize Seminars and Workshop on rural development	Model Expansion and dissemination	No.	6	6	6	6	6
4. Undertake income generating activities for rural people	income generating activities for rural women	People in thousand	0.35	0.35	0.36	0.37	0.38
	income generating activities for rural men and ethnic group		0.18	0.20	0.21	0.22	0.23

Activities, Output Indicators and Targets of Rural Development Academy (RDA)

Table 6.11: Activities, Output Indicators and Targets of RDA

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
1. Impart training to beneficiaries, officers, public representatives and NGO workers involved in rural development works	Creation of skilled manpower	People in thousand	11.20	11.41	11.51	11.61	11.71
2. Conduct research and action research and disseminate research results through publications	Identification rural development related problems and find out the solution	No.	65	66	67	68	69

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
3. Organize Seminars and Workshop on rural development	Innovated Model expansion	No.	22	23	23	23	23
4. Additional employment creation for formal/informal cooperatives members	Employment creation	People in thousand	2.00	2.05	2.10	2.15	2.20
5. Consultancy service	Innovated model dissemination	No	28	29	30	30	30
6. Loan Disbursement/ Investment of Capital	Fund Assistance	Tk in crore	14.40	14.80	14.90	14.95	15.00

Activities, Output Indicators and Targets of Bangabandhu Poverty Alleviation and Rural Development (BAPARD)

Table 6.12: Activities, Output Indicators and Targets of BAPARD

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
1. Impart training to beneficiaries, officers, public representatives and NGO workers involved in rural development works	Creation of skilled manpower	People in thousand	3.67	4.00	4.05	4.10	4.15
2. Conduct research and action research and disseminate research results	Identification of rural development related problems and find out the solution	No	3	5	5	5	5
3. Organize Seminars, workshop on rural development	Innovated model expansion and dissemination	No	2	3	3	3	3

Activities, Output Indicators and Targets of Pall Daridro Bimochon Foundation (PDBF)

Table 6.13: Activities, Output Indicators and Targets of PDBF

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
1. Organize people through formation of formal/informal co-operatives	Groups formed	Number	950	975	980	985	990
2. Additional employment creation for formal/informal co-operatives members	Self-employment creation	People in Lac	5.15	5.20	525	5.27	5.30
3. Undertake income generating activities for rural women	Women empowerment	People in Lac	1.95	2.00	2.05	2.10	2.15
4. Capital formation through shares and savings of cooperative	Capital formation	Tk in crore	30.00	35.00	37.00	38.50	40.00
5. Loan distribution/capital investment	Capital assistance	Tk in crore	1275	1300	1310	1320	1330
6. Impart training to beneficiaries, officers, public representatives and NGO workers involved in rural development works	Skill manpower creation	People in thousand	31.50	33.55	33.60	33.70	33.90

Activities, Output Indicators and Targets of Small Farmers Development Foundation (SFDF)

Table 6.14: Activities, Output Indicators and Targets of SFDF

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
1. Organize people through formation of formal/informal co-operatives	Groups formed	Number	50	50	50	50	50
2. Additional employment creation for formal/informal co-operatives members	Self-employment creation	Number of people (lac)	0.03	0.03	0.03	0.03	0.03
3. Undertake income generating activities for rural people (Women)	Women empowerment	Number of people (lac)	0.03	0.03	0.03	0.03	0.03
4. Capital formation through shares and savings for cooperative members	Capital formation	Tk in crore.	16.00	17.00	17.50	17.80	18.00

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
5. Loan distribution/capital investment	Capital assistance	Tk in crore.	190.00	195.00	197.00	198.00	200.00
6. Impart training to beneficiaries, officers, public representatives and NGO workers involved in rural development works	Skill manpower creation	Number of people	11350	11350	11550	11750	11950

Activities, Output Indicators and Targets of Bangladesh Milk Producers Co-operative Union Limited (Milk Vita)

Table 6.15: Activities, Output Indicators and Targets of Milk Vitae

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
1. Loan distribution/Capital investment	Capital assistance	Tk in lac	3706.00	3865.00	3875.00	3885.00	3895.00
2. Collection and marketing of liquid milk, milk product	Amount of liquid Milk collection	Lac liter	510.00	520.00	530.00	540.00	550.00
	Amount of marketing of liquid milk	Lac liter	450.00	460.00	470.00	480.00	490.00
	Value of marketing milk product	Tk in core	70.00	72.00	74.00	76.00	78.00

6.7 Matrix for Achieving 8th Five Year Plan Objectives of Ministry of Chittagong Hill Tracts

Table 6.16: Matrix for Achieving 8th Five Year Plan Objectives of Ministry of Chittagong Hill Tracts

8 th Five-Year Plan strategy for MoCHTA	Objectives	Activities	Implementing Departments/Agencies
<ul style="list-style-type: none"> Enhance institutional capacity of three Hill District Councils (HDCs), CHTRC and CHT Development Board (CHTDB) urgently. These organizations can effectively implement development projects to achieve sustainable goals in the CHT region. Institutional capacity will be increased through Annual Performance Agreements, National Integration Strategy, innovation, domestic and foreign training, monthly coordination meetings, monthly development review meetings and project inspections. As per the peace agreement and the subsequent legislations, the MoCHTA is entrusted with overall socio-economic development in the CHT region. Following the agreement and the subsequent legislations, the concerned ministries will consult with the MoCHTA, and implement activities in coordination with the ministry. 	<p>Improving quality of livelihood for people of CHT Region</p>	<p>Provide DSP shallow-tube well and deep tube well for supplying of safe drinking water and dazing small canal, canal and drain for development of fisheries in the hill districts</p> <p>Provide treatment, medicine and food for Improving the quality of health care services</p> <p>Create infrastructure for developing tourist spots</p> <p>Providing small industries, livestock, training and necessary tools for poverty alleviation, women's advancement and socio-economic development</p> <p>Providing technical education, training and training allowances to young men and women</p> <p>Distribution of irrigation pump and power tillers and renovation of roads, dams, pond digging, irrigation infrastructures and reservoirs related to enduring agricultural infrastructure in climate change</p>	<p>District Council, Rangamati District Council, Khagrachari District Council, Bandarban</p> <p>District Council, Khagrachari District Council, Bandarban District Council, Rangamati</p> <p>Chittagong Hill Tracts Development Board District Council, Bandarban District Council, Rangamati District Council, Khagrachari</p>

8 th Five-Year Plan strategy for MoCHTA	Objectives	Activities	Implementing Departments/Agencies
<ul style="list-style-type: none"> Special attention will be given to lower the large incidence of poverty in CHT by giving priority to the allocation of resource transfers from LGD, selection of rural infrastructure projects relating to irrigation, drainage, roads, bridges and culverts, imparting training and research to CHT, and improving access to credit from the micro-credit institutions Social protection of the poor and vulnerable will be expanded 		<p>Construction and renovation of roads related to sustainable rural infrastructure and construction and repair of retaining guide wall.</p> <p>Establishment of residential school and expansion of class room of different school and college to develop and expand educational institutions</p> <p>Distribution of agricultural inputs, fertilizers, pesticides, seed and saplings and necessary training among the farmers of the hill areas.</p>	<p>Chittagong Hill Tracts Dev Chittagong Hill Tracts Regional Council District Council, Bandarban District Council, Rangamati District Council, Khagrachari</p> <p>Chittagong Hill Tracts Development Board District Council, Bandarban District Council, Rangamati District Council, Khagrachari</p> <p>Chittagong Hill Tracts Development Board District Council, Bandarban District Council, Rangamati District Council, Khagrachari</p>

8 th Five-Year Plan strategy for MoCHTA	Objectives	Activities	Implementing Departments/Agencies
	Safeguarding the language and culture of different tribes of the people of CHT	<p>Establishment of small-scale industries, handicrafts, and rearing of live-stock etc. to reduce unemployment,</p> <p>Providing financial assistance to different tribes and Bengali for celebration of special days and festivals</p> <p>Distribution of cultural and sports materials and construction of physical infrastructure</p> <p>Construction and maintenance of religious institutions</p> <p>Establishment and development of social welfare institutions</p>	<p>District Council, Bandarban District Council, Rangamati District Council, Khagrachari</p> <p>Chittagong Hill Tracts Development Board District Council, Bandarban District Council, Rangamati District Council, Khagrachari</p> <p>Chittagong Hill Tracts Development Board District Council, Khagrachari District Council, Bandarban</p> <p>District Council, Khagrachari District Council, Bandarban</p> <p>District Council, Khagrachari District Council, Bandarban</p>

Activities, Output Indicators and Targets of Chittagong Hill Tracts Development Board

Table 6.17: Activities, Output Indicators and Targets of Chittagong Hill Tracts Development Board

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
1. Distribution of irrigation pump and power tillers and renovation of roads, dams, pond digging, irrigation infrastructures and reservoirs related to enduring agricultural infrastructure in climate change	Irrigation infrastructure constructed	Meter	660	700	740	780	820
	Water reservoir built	Number	870	930	950	970	990
2. Construction and renovation of roads related to sustainable rural infrastructure and construction and repair of retaining guide wall	HBB roads constructed	K.M.	32	35	37	39	41
	Bridges and culverts constructed	Meter	358	375	392	409	426
3. Establishment of residential school and expansion of class room of different school and college to develop and expand educational institutions	Protection work completed	K.M.	6518	7000	7517	8034	8551
	New classrooms constructed	Sq.m.	3735	4000	4283	4566	4849
4. Distribution of agricultural inputs, fertilizers, pesticides, seed and saplings and necessary training among the farmers of the hill areas	Farmers benefitted	Person (Thousand)	1100	900	1100	1100	1100
5. Providing financial assistance to different tribes and Bengali for celebration of special days and festivals	Persons benefitted	Person (Thousand)	1	1	1	1	1
6. Distribution of cultural and sports materials and construction of physical infrastructure	Institutions developed	Number	19	20	21	22	23
	Passengers' waiting sheds constructed		7	8	9	10	11
	Staircases/ Ghats constructed		15	15	16	16	16

Activities, Output Indicators and Targets of Chittagong Hill Tract Regional Council

Table 6.18: Activities, Output Indicators and Targets of Chittagong Hill Tract Regional Council

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
1. Construction and renovation of roads related to sustainable rural infrastructure and construction and repair of retaining guide wall in climate tolerant.	Roads constructed (connecting roads, footpaths)	K.M.	9	10	11	12	13
	Rural infrastructures constructed (irrigation drains, ringwells)	Meter	102	103	104	105	106

Activities, Output Indicators and Targets of Rangamati Hill District Council

Table 6.19: Activities, Output Indicators and Targets of Rangamati Hill District Council

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
1. Providing Shallow Tube well and deep tube well for supplying of safe drinking water and dazing small canal, canal and drain for development of fisheries in the hill districts	Deep tube wells sunk	Number	65	70	75	80	85
	Shallow tubewells sunk		15	20	22	24	26
	Persons benefitted	Person (Thousand)	2.5	3.0	3.5	4	4.5
2. Distribution of irrigation pump and power tillers and renovation of roads, dams, pond digging, irrigation infrastructures and reservoirs related to enduring agricultural infrastructure in climate change	Irrigation drains constructed		8.9	9.0	9.3	9.6	9.9
	Canals and drains excavated	Meter (Thousand)	2.8	3.5	3.7	3.9	4.1
3. Construction and renovation of roads related to sustainable rural infrastructure and construction and repair of retaining guide wall in climate tolerant.	Earthen roads constructed		18	20	22	24	26
	Carpeted/HBB roads constructed		18	25	27	29	31

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
4. Establishment of residential school and expansion of class room of different school and college to develop and expanded educational institutions	constructed Educational institutions	Number	70	75	80	85	90
	Expanded Educational institutions		65	70	75	80	86
5. Distribution of agricultural inputs, fertilizers, pesticides, seed and saplings and necessary training among the farmers of the hill areas.	constructed and maintained (College) Educational institutions	Person (Thousand)	60	65	70	75	80
	Farmers benefitted		4.5	5.0	5.5	6.0	6/5
6. Establishment of small-scale industries, handicrafts, and rearing of live-stock etc. to reduce unemployment,	Small-scale industries set up	Number	125	150	160	175	190
7. Providing financial assistance to different tribes and Bengali for celebration of special days and festivals	Persons benefitted	Person (Thousand)	65	75	78	81	85

Activities, Output Indicators and Targets of Khagrachari Hill District Council

Table 6.20: Activities, Output Indicators and Targets of Khagrachari Hill District Council

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
1. Providing Shallow tube well and deep tube well for supplying of safe drinking water and dazing small canal, canal and drain for development of fisheries in the hill districts	Tube wells sunk	Number	730	800	830	850	890
2. Provide treatment, medicine and food for Improving the quality of health care services	Medical treatment provided, medicines and food supplied	Person (Thousand)	1.3	1.4	15	16	17
3. Distribution of irrigation pump and power tillers and renovation of roads, dams, pond digging, irrigation infrastructures and reservoirs related to enduring agricultural infrastructure in climate change	Embankments constructed	Meter (Thousand)	150	160	170	180	190

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
4. Construction and renovation of roads related to sustainable rural infrastructure and construction and repair of retaining guide wall.	Roads constructed and developed Bridges/culverts constructed	K.M. Meter	22 130	24 140	25 150	27 160	29 170
5. Establishment of residential school and expansion of class room of different school and college to develop and expand educational institutions	School buildings expanded	Number	20	22	24	26	28
6. Distribution of agricultural inputs, fertilizers, pesticides, seed and saplings and necessary training among the farmers of the hill areas.	Farmers benefitted	Person (thousand)	60	70	80	85	90
7. Establishment of small-scale industries, handicrafts, and rearing of live-stock etc. to reduce unemployment,	Small-scale industries set up	Number	35	40	40	45	45
8. Providing financial assistance to different tribes and Bengali for celebration of special days and festivals	Persons benefitted	Person (thousand)	9.5	10	10.5	11	11.5
9. Construction and maintenance of religious institutions	Religious institutions constructed	Number	16	18	19	20	21

Activities, Output Indicators and Targets of Bandarban Hill District Council

Table 6.21: Activities, Output Indicators and Targets of Bandarban Hill District Council

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
1. Providing DSP shallow-Tube well and deep tube well for supplying of safe drinking water and dredging small canal, canal and drain for development of fisheries in the hill districts	Constructed retention number of work	Number	2	2	2	2	2
2. Provide treatment, medicine and food for Improving the quality of health care services	Treatment provided, Medicine and Food Supplied	Thousand	1.3	1.4	1.5	1.6	1.7
3. Create infrastructure for developing for tourist spots.	Infrastructure constructed/ developed	Number	30	35	36	38	40
4. Establishment of small-scale industries, handicrafts, and rearing of live-stock etc. to reduce unemployment,	Gardens created, training and necessary equipment's supplied	Person	90	92	94	96	98
	Accommodation facilities and training centers constructed for helpless and destitute women and widows	Number	35	31	33	35	37
5. Providing technical education, training and training allowances to young men and women	Self-employment opportunities created for helpless and destitute people and widows	Person	240	245	250	255	260
	Technical training provided to young men and women	Person	550	555	570	580	590

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
6. Distribution of irrigation pump and power tillers and renovation of roads, dams, pond digging, irrigation infrastructures and reservoirs related to enduring agricultural infrastructure in climate change	Irrigation constructed embankments	Number	25	27	29	31	33
	Power tillers and irrigation pumps supplied		40	42	44	46	48
	Employment opportunities created	Person	650	670	680	685	690
	Ponds excavated and maintained	Number	20	22	24	26	27
	Water pipe lines laid	Meter (thousand)	5	5	6	7	7
	Irrigation constructed infrastructure	Meter (thousand)	4.00	4.50	5.0	5.5	6.0
	Roads constructed and repaired	K.M.	35	40	42	44	46
7. Construction and renovation of roads related to sustainable rural infrastructure and construction and repair of retaining guide wall.	Retaining/ guide walls constructed	Meter	450	460	470	480	490
	Staircases constructed	Number	25	28	30	32	34
8. Establishment of residential school and expansion of class room of different school and college to develop and expand educational institutions	Schools, hostels constructed and developed/repaired	Number	20	22	24	26	28
9. Distribution of agricultural inputs, fertilizers, pesticides, seed and saplings and necessary training among the farmers of the hill areas.	Farmers benefitted	Person	1200	1250	1300	1350	1400
10. Establishment of small-scale industries, handicrafts, and rearing of live-stock etc. to reduce unemployment	Small-scale industries set up	Number	35	40	45	50	55
11. Providing financial assistance to different tribes and Bengali for celebration of special days and festivals	Persons benefitted	Person (Thousand)	8	8	9	10	11

Activities	Output Indicator	Unit	Targets				
			2020-21	2021-22	2022-23	2023-24	2024-25
12. Construction of sports, cultural and physical infrastructure	Sports materials and musical instruments distributed and training provided to players	Number	30	32	34	36	38
13. Construction and maintenance of religious institutions	Mosques, temples, kyangs, churches constructed and developed/repared	Number	45	48	50	52	54
14. Establishment and development of social welfare institutions	Club rooms constructed and developed	Number	30	32	34	36	38

Chapter 7

Reform and Challenges for LG&RD Sector

Chapter 7: Reform and Challenges for LG&RD Sector

7.1 Challenges for Local Government Division to Achieve 8th Five Year Plan

8th five-year plan is not always properly mentioned in DPP

Except a few agencies, most agencies lack the required capacity to prepare a sound project log-frame. Agencies usually focus on inputs and outputs in their project proposals, while the outcomes and intended impacts of those projects, and the alternative means of achieving intended outcomes in line with 8th Five Year Plan get inadequate attention.

Action needs to be taken to mitigate challenges

- Detailed guidance should be introduced to incorporate five-year plan in DPP in the time of project formulation to agencies
- A section of feasibility study can focus on Five-year Plan

Absence of inventory of appraised projects and electronic database of all ADP projects

DPPs are submitted to the PEC regularly between any time of the fiscal year, unfortunately some sectors pile up their DPPs and submit them towards the end of the fiscal year. This practice creates imbalance for the review and selection system. After being recommended by PEC, projects with estimated costs of BDT 250 million or less are submitted to the Minister of Planning and projects with estimated costs of more than BDT 250 million are submitted to ECNEC for final approval. Projects are selected for financing in the ADP upon getting ECNEC's approval.

Action needs to be taken to mitigate challenges

- Inventory of appraised projects need to address to achievement alignment with the target of five-year plan implementation.
- Electronic database of all ADP projects needs to be introduced to monitor the progress of five-year plan implementation.

Cost and time over runs of projects which lags behind the five-year plan objective and target achievement

In recent years, cost and time overrun of ADP projects act as barrier for five-year plan implementation.

Action needs to be taken to mitigate challenges

- Project should be completed on time to achieve objective and target

Inadequate technical capacity for identification, formulation, and appraisal of quality projects alignment with five-year plan

Officials in different agencies, Line Ministries and the Planning Commission need to enhance their ability with adequate technical capacity of preparing and appraising ADP projects. With the exception of some expertise in few selected agencies, project formulation, independent review and appraisal are done in a superficial way. This absence of required in-depth technical rigor often results in poor quality projects and non-alignment with five-year plan. This is critically important for all projects anticipated to generate large scale impact.

Action needs to be taken to mitigate challenges

- Capacity building initiatives should be introduced to develop technical expertise for identification, formulation and appraisal of quality projects

Maintenance is unclear or overlapping among LGIs and other infrastructure development authority

Both revenue budget and development budget are silent about operation and maintenance cost of ADP, which is for investment. Budget largely does not allocate an adequate amount to maintenance and operation of the investment. On the other hand, responsibility (or jurisdiction) of operation and maintenance of rural roads is unclear or overlapping among LGIs and different infrastructure development authority. This lack of clear responsibility for operation and maintenance needs to be addressed further.

Action needs to be taken to mitigate challenges

- Maintenance work should be clear among LGIs and maintenance and operational mandates should be clearly defined without overlapping of functional activities.

Need of unified legal framework

The local government system in Bangladesh relies on at least five separate laws covering the roles and functioning of Zila Parishads, Upazila Parishads, Union Parishads, Pourashavas, and City Corporations. For each tier of local government, there is a separate legal framework. Some of the provisions of these legal frameworks are overlapping and assignment of functions is not clear. For instance, the function of leasing water bodies is given to Upazila and municipalities by law. Although there is an official demarcation of boundaries between Upazila and municipalities, they often share very close territorial jurisdictions. In fact, municipalities are located within a boundary of Upazila, and at times unclear boundaries confuses these local government entities. Perhaps problem of the current fragmentation of the legal framework with respect to local governance is that it has contributed to considerable duplication and lack of clarity in the assignment of functional responsibilities across different LGIs.

Action needs to be taken to mitigate challenges

- A Consolidated local government framework law covering all the five tiers and units can be initiated. The UP, UZP, ZP, Pourashava and city corporations can be organized, administered and function under a single law. In India rural LGIs and urban LGIs are administered under two separate laws. For example, Gram Panchayat, Panchayat Samity /Mondol Panchayat and Zila Parishads are administered by Panchayat Raj Institution (PRIs) laws as made in different states and Pourashava and city corporations are administered by another single law known as municipal and city council law as promulgated at the state level.
- There is no mechanism in the laws for and inter-organizational relationship, cooperation and coordination for effective sharing of development planning ideas, joint project and co-financing. A single coordinated LGI law will create such avenues as it happens in West Bengal and Kerala in India.

LGIs cannot perform mandated service delivery functions due to a shortage of resources

Sometimes LGIs cannot perform their mandated service delivery functions due to a shortage of resources which becomes challenges of LGIs to achieve 8th five year plan objective and targets. For instance, Union Parishads are assigned 39 mandatory functions but those overlap with the national building departments. There are separate local outpost of all national departments at local levels to perform specific job of health, education, livestock, fishery, women, children, social service,

infrastructure, rural development etc. with fund and functionary. The LGIs are given mandates of functions without fund and functionaries. Moreover, many of the functions assigned to GoB agencies are effectively taken over or parallelly shared by private sector and voluntary agencies. There are unhealthy competitions at the field for a particular type of services with a same client group. A new framework of engagement of all stakeholder is needed. LGI or GoB agencies alone cannot effectively reach the all clients. The field reality must be understood and new framework of cooperation among GO, LGI, NGO and Private Sector need to be developed. This not the question of money and resources. Each and every agency is putting resources but no one's single resources is sufficient; if resources are pooled together under a framework of cooperation that determine the role and credit for all and the situation become easy and worth trial.

Action needs to be taken to mitigate challenges

- A rule for engagement of all stakeholders with role, resources and responsibly can bring all under an umbrella and the effort can effectively be implemented through a local level planning tool which can be housed at respective level of LGIs (UP, UZP and ZP) and monitored by a lead department of GOB.

Resources and Revenue situation of LGIs and rationalization of central transfer

LGIs suffer from the inadequate own revenues and largely depend on funds from the government that are inadequate and unpredictable. Budgetary constraint is the most important concern that will need to be addressed to improve LGI service delivery in the 8FYP. In most countries, local governments rely mostly on intergovernmental fiscal transfers. In countries around the world, even urban areas frequently receive considerable grant funding. Bangladesh also follow a system of LG financing in five different ways : a) Transfer of GoB revenue and development grant, b) LGI's own collection of rate, fees and taxes c) Revenue sharing with GOB (one percent of land revenue), d) project financing, and e) Safety net resources.

The LGI also lack capacity to collect revenue and collection expenses do not proportionate to the collected amount. Some of the LGIs earn proportionately handsome amount from sharing of land development taxes currently given under tax sharing method. It is not proportionately equal in all the LGIs. Safety net support directly goes to centrally targeted population and it is not reflected in LGI Budget.

Action needs to be taken to mitigate challenges

- We can suggest two measures for LGI financing in Bangladesh. Considering the uniformity of taxation system under a unitary governmental system, as government is already collecting all taxes, let it be continued and a reasonable percentage of national revenue and development budget would be transferred to LGIs. The current GoB development grant to LGI does not exceed 2% of the total budget outlay.
- This may create certainty and predictability of LGI budget and plan and accounting of LGI finance system will also be easier.

The current distribution of resources among LGIs appears imbalanced and inequitable

The scale of increase in the levels of per capita expenditures, revenues and transfers from UPs to Pourashavas up to City Corporations suggests that smaller, rural LGIs as well as many Pourashavas are possibly well underfunded. It is highly unlikely that UPs or under-resources Pourashavas can deliver a similar level or quality of local services with the resources provided to them. The service deficit in these LGIs will continue to stimulate rural-urban migration.

There is a concern that many Pourashavas in Bangladesh are too small in terms of population to meet the minimum efficient scale for the delivery of infrastructure-heavy urban functions. This problem is exacerbated by the fact that many smaller municipalities in Bangladesh have a small economic base, which—combined with the (incorrect) prevailing notion that urban local governments should be essentially be financially self-sufficient—results in an inefficient allocation of functional responsibilities to municipalities. Given their current constraints, it is not likely that most municipalities are able to efficiently deliver local health services or that municipalities are able to efficiently fund and provide social safety net functions (which are supported by ministry programs in rural areas).

Action needs to be taken to mitigate challenges

- Decisions to declare Pourashava and City Corporation should be based on actual ground need and reality. Some non-viable Pourashavas may be de-municipalized and reverted to UPs.

Unclear functions and responsibilities of LGIs

The country's local government institutions (LGIs) function and roles must be well defined as it meant to be crucial for decentralizing the diverse array of development activities to share with designing and implementing national planning architecture. This is clearly evident in the poor role allocated to the various tiers of local government bodies. Functioning of local government bodies is essentially backed by the necessity of transferring due authority, responsibility and resources from the government to its field units to enable them in decision-making, planning and management. Decentralized development planning and building administrative capacity of the LGIs are essential not only for delivering services to remote and poor rural regions but also to improve effectiveness of the government and performance of local administrative units. It may be an important task to thoroughly examine the roles and functions of the LGIs and streamline those in order that the local bodies are properly empowered and integrated into the country's planning sphere.

Action needs to be taken to mitigate challenges

- The functions and responsibilities of local government institutions, the legal framework should distinguish clearly between functions where the local government institution is fully responsible for the provision of a service (including providing and maintaining the facility; employing the service provider and securing intermediate inputs and supplies that are needed to ensure the delivery of services) versus functions and responsibilities where the LGIs is merely responsible monitoring the performance of the field administration (e.g., through Standing Committees) and/or for ensuring community engagement.

More effective decentralization will be the key to localization and sustainable development

The need for local government is stimulated by the rationale for transferring the authority, responsibility and resources from the government to its field units, to enable them in decision-making, planning and management. Central planning and management have often resulted in unsatisfactory results and deficiencies in delivery of public services, which ultimately led to decentralization and the emergence of local government institutions in many countries. Decentralized development planning and building administrative capacity of the LGIs are essential not only for delivering services to remote and poor rural regions but also to improve effectiveness of the government and performance of local administrative units. Democratic LGIs in Bangladesh, if sufficiently empowered, would be more effective in meeting local needs, promote equitable distribution of benefits of development to different segments of the population and improve access to administrative agencies.

Action needs to be taken to mitigate challenges

- Development planning need to be decentralized and administrative capacity of the LGIs need to be enhanced for delivering services to remote and rural regions and initiative need to be taken to improve effectiveness and performance of local administrative units.

No uniformed financial distribution policy

Introducing index-based financing mechanism for LGIs is required. Currently, there is no financial distribution policy of the LGIs in Bangladesh, which leads to ‘special’ and discretionary allocation. Coupled with uneven distribution of shared immovable property transfer tax, it again results in acute horizontal inequality of financing local government bodies. It would work as a scientific foundation for developing financial distribution policy of the LGIs in the country. With such a comprehensive approach of resource transfer, the government can materially improve the performance and effectiveness of local government in Bangladesh.

Action needs to be taken to mitigate challenges

- Introduction of initially reasonable percentage of the total revenue and development budget in favor of LGI may bring uniformity and discipline in LG Financing and the immediate task should be to introduce an index-based funding mechanism for distributing fund allocated from National budget among the LGIs.

Improving Public Participation and Accountability

Bangladesh’s constitution states that its citizens should have direct pathways for participation in and management of local government. While decentralization involving local governments has a long history in Bangladesh, the country, like so many other countries, is still struggling to establish strong local governments capable of efficiently delivering services and ensuring the participation of actors in local decision-making and implementation. Bottom-up decision making is a must require for strengthening of LGIs because, citizens are closely related with the bottom level personnel. An effective local government system is associated with ensuring ‘citizen’s participation and accountability’ at local levels. This is critical for achieving the pro-poor development agendas through participatory decision making and efficient allocation of resources.

Action needs to be taken to mitigate challenges

- More awareness and information should be penetrated as people who attend the meetings need to feel engaged.

Leadership pattern in union Parishad

The current practice at all the levels of LGIs made the Chairmen and Mayors as all powerful political and executive heads the LGI system. The Members and councilors have very little role to play and functions to perform. This system is lopsided and not at all conducive for the growth of sound leadership. The chairman and mayors are running the shows of LGIs along with few key officials and councilors and members role are marginalized.

Action needs to be taken to mitigate challenges

- The role and functions of members and councilors have to be properly delineated. The LGIs should be freed from a single person dominated system. All capacity building efforts should be devoted towards creating a collective and democratic leadership. Training program may also be introduced for LGI personnel on management and regulatory issues.

Inadequate devolution of power for service delivery

Inadequate devolution of responsibilities to LGIs, inadequate communications and weak coordination with district/national level administration are obstacles in delivering services to local people. There is a need for a devolved decision-making power at UP and UZP levels that will improve services delivery by LGIs.

Action needs to be taken to mitigate challenges

- Administrative units need to be encouraged for ensuring adequate communications and strong coordination with LGIs.

Mobilizing Domestic Resources through Fiscal Policy

The major challenge for LGIs dwells in fiscal measures for domestic resource mobilization through tax and non-tax instruments. The instruments should be equitable, which create minimal disincentives for economic efficiency. Since tax revenue constitutes a large share of government revenue efficiency of taxation needs to be improved as well as efficiency of public expenditure. Steps that are being taken to widen the tax base, improve tax collection and its administration and improving public expenditures are promising and should be encouraged further drawing lessons from best practice to date.

The only tax source assigned to urban LGIs is the property/holding tax. Yet, yields are insignificant mostly owing to the absence of a well-defined property tax system. There are problems with land records (for which LGIs suffer), property valuation (mostly done at historical prices and costs), tax assessments, low tax rates, and weak tax administration. The LGIs need to initiate tax reforms to simplify and rationalize the tax structure.

Action needs to be taken to mitigate challenges

- There should be greater emphasis on improving the level of efficiency and effectiveness of the revenue administration, strengthening the institutional framework, selection of taxes and duties which are administratively feasible and lend to realistic collections, widen the tax base and progressively integrate the “informal” sector into the mainstream of the national economy.

Lack of Strong Monitoring Mechanisms

In the monitoring system of the financial audit of local level finance assesses the internal control systems that ensure the quality of accounting information and financial reporting. Financial discipline is always necessary for any accountable economic agent. Financial audits include financial statements, accounts, accounting, receipts, and other financially related issues. Financial statement audits provide reasonable assurance about whether the financial statements of an audited entity present fairly the financial position, results of operations, and cash flows in conformity with accounting standards. The financial audit of local level finance assesses the internal control systems that ensure the quality of accounting information and financial reporting.

Action needs to be taken to mitigate challenges

- Timely and accurate inspection and auditing should be done in every fiscal year.

The role of formula-based (block) grants as a share of revenues is relatively minor

To the extent that LGD tends to see LGIs through the lens of the formula-based block grants that it provides, it is missing the vast majority of funding that is flowing towards LGIs. This limits the spending

discretion of LGIs and may result in non-LGD resources not being tracked with optimal detail by the budget and financial reporting formats prescribed by LGD.

Action needs to be taken to mitigate challenges

- The combination of under-funding and reliance on earmarked grants limits the ability of local governments to be responsive to local priorities.

Staff Shortage

The shortage of manpower at UP and UZP seriously constrains rural service delivery. Lack of technical staff to prepare budgets, manage accounts and keep proper records. The staffing pattern of municipalities needs to be reviewed and rationalized

Action needs to be taken to mitigate challenges

- Increased staffing in UZPs is essential for medium-term planning and budget, for performing assigned responsibilities, and for record keeping and accountability.

Fiscal Management

The government has adopted strong measures in the 8th Five Year Plan to overcome some longstanding challenges in fiscal management. Bangladesh has been experiencing a low Tax-GDP ratio, one of the lowest among its peers. The government has undertaken various reforms and measures to improve fiscal management and create more fiscal space to widen the scale and extent of the social support cushion- which will reduce poverty, inequality, and empower the poor to be engaged in productive activities. The government's immediate response during COVID-19 aimed to support lives and livelihood slowed down the efforts for improving the revenue mobilization.

Action needs to be taken to mitigate challenges

- Various reforms and measures undertaken by the government to improve fiscal management and fiscal space to widen the scale and extent of the social support cushion need to be implemented to reduce poverty, inequality and empower the poor.

National plans and strategies exist, but connection between them and the ADP is weak

Bangladesh has a number of national development plans and strategy documents, including a long-term perspective plan, Vision 2021, the Eighth Five Year Plan (July 2020 - June 2025), and medium term budgetary strategy set out in the Medium Term Budgetary Frameworks (MTBFs). However, while sector policy frameworks are in place and appear to be appropriately formulated, intra-sector budget allocations and usage do not always reflect the sector's policy, revealing a passive budgeting/ allocation stance. This provides an indication towards weak connections between strategy documents and the actual resource allocation for ADP projects.

Action needs to be taken to mitigate challenges

- Concrete connection between national strategies and the ADP need to be introduced.

Better data and data-driven decision making is more important now than before

This is in part because Bangladesh's economy is becoming more complex and in part because gains are much more dependent on addressing behavioral constraints rather than traditional constraints

of education and credit. Bangladesh is now also an economy where change is more rapid—three agricultural seasons is the norm now whereas three decades ago it was one. There is a need for better data, more rapid monitoring of policies and progress, and more data-driven decision making.

Action needs to be taken to mitigate challenges

- More focus should be given on data-driven decision making.

Performance based indicators

Performance indicators must be based on the objectives of 8th five-year plan. But any set of performance indicators should also be based on an underlying logical framework that links objectives of 8th five-year plan with components and their respective inputs, activities, and outputs at different implementation stages. The framework is objective-driven, since any action under a project should be aimed at achieving its objectives.

Action needs to be taken to mitigate challenges

- Performance indicators should be based on the objectives of 8th five-year plan

7.2 Challenges for RDCD to Achieve 8th Five Year Plan

The Eighth Five Year Plan states that the goals and objectives of rural development strategy encompass activities that have poverty alleviation at its core through employment and income generating activities, use of co-operatives, and increasing access to finance for the rural poor, particularly women. Rural development strategies include employment generation and poverty reduction, training, agricultural development and enhancing employment opportunities for the marginal population. It also includes providing microcredit, increased access to safe water, sanitation, agriculture value chain development, institutional development and capacity building.

Pursuing appropriate balance between rural and urban economic growth

Rising economic inequality through the distribution of income, consumption, wealth or assets is a major challenge. There is considerable concern in Bangladesh about the growing income inequality. In this regard, a challenge of rural development is to create more employment opportunities in rural farm and non-farm and cooperatives activities. Another challenge is to encourage and create a conducive environment in which small and medium enterprises can grow and operate in an effective manner.

Despite such spectacular changes, rural Bangladesh lags far behind urban areas on many counts. With about 70 percent people living in rural areas, economic and social opportunities are far less than that of urban areas. The rural-urban divide is obvious in poverty statistics. The Household Income and Expenditure Survey 2022 show that the percentage of people living below the poverty line is much higher in rural areas than both the national and urban levels. For example, the incidence of extreme poverty is 17.6 percent at the national level, 21.1 percent in rural areas and 7.7 percent in urban areas. Similar trends exist in case of access to health, education, technology, water, sanitation, electricity and other services. Again, the adoption of technology in the agriculture sector is crucial. With limited agricultural land, technological innovation for high-yielding varieties has played a key role in higher production.

Action needs to be taken to mitigate challenges

- Facilitating structural transformation to create a greater number of productive jobs, and maintaining a balanced sectoral composition of growth between manufacturing, services, and agriculture;
- Supporting development of small and medium-sized enterprises;
- Establishing or strengthening labor market institutions.

Uplifting Rural Economic Growth

The average productivity gap between urban and rural areas remains at large. This requires further agriculture sector diversification and strengthening of non-farm rural economy. The gap between rural and urban areas can be seen in the lower productivity of economic activities, higher poverty levels and lower quality infrastructure and services in rural areas.

The rural-urban gap can be seen in three measures that contrast welfare levels in rural and urban areas:

1. agricultural and non-agricultural productivity,
2. poverty levels in rural and urban areas, and
3. levels of infrastructure and public services deprivation in rural and urban areas.

The productivity gap between agriculture and industry and services is the core issue underlying the appearance of an urban-rural gap. The productivity gap can be illustrated by comparing the productivity of labor employed in agriculture (value-added per worker per year) with the productivity of labor employed in other sectors (services and industry). The rural-urban gap is significantly lower level of infrastructure and rural services in rural areas, compared to urban areas. Drinking water, sanitation and housing services are also areas of large differences between rural and urban areas.

Action needs to be taken to mitigate challenges

- Productivity gap need to be minimized by diversification of agriculture sector and strengthening of non-farm rural economy. Projects like ‘Amar Gram Amar Shohor’ need to work on safe drinking water, sanitation and housing services to minimize the large differences between rural and urban areas.

A balanced development strategy

A development strategy that stresses both farm and nonfarm growth and at the same time pursues a diversified strategy within agriculture, is superior to alternative sector-specific strategies in all dimensions of development: pursuing growth, furthering the gains in poverty reduction, reducing economic vulnerability, maintaining food security, and promoting better outcomes in nutrition. Bangladesh’s rural economy, and specifically agriculture, have been powerful drivers of poverty reduction in Bangladesh. But Bangladesh is among the most vulnerable countries to climate change, which poses a long-term threat to the country’s agricultural sector, particularly in areas affected by flooding, saline intrusion, and drought. Faster and more inclusive rural growth with job creation will require greater agricultural diversification together with more robust rural non-farm enterprise development. Livestock and fisheries also offer tremendous potential for reducing malnutrition and increasing incomes and jobs in a severely land constrained economy. Investment in and expansion of the rural non-farm enterprises is a parallel priority for Bangladesh. Rural non-farm enterprises can help households become more resilient to climate shocks through income and livelihood diversification. And they can be a potentially powerful source of job generation, especially for youth and women, through more efficient and competitive value chains.

Action needs to be taken to mitigate challenges

- More inclusive rural growth with job creation needs to be targeted for greater agricultural diversification together with more robust rural non-farm enterprise development. More focus need to be given in creating cooperatives since it has potential for increasing incomes and jobs.

Enabling environment for robust rural nonfarm growth and more efficient value chains

For rural nonfarm growth, especially the growth of business enterprises, access to finance, power, and roads are critical elements, as are better access to technology and information, and the removal of business environment barriers (such as those influencing terms of trade, discriminatory taxes, and stifling regulations). There is need to focus on food safety standards and modern market infrastructure, given the large share of rural nonfarm enterprises that pursue activities related to agriculture (such as trading and processing). Districts with high rural poverty are at a great disadvantage in terms of infrastructure, vulnerability to natural disasters, adverse effects of climate change and lack of diversified income and employment opportunities. A more balanced approach to rural income growth that addresses urban-rural divide and the divide among the poorest and richer rural districts is needed.

Action needs to be taken to mitigate challenges

- Growth centers need to be established with modern market infrastructure in unions with high rural poverty that are in disadvantage in terms of infrastructure, vulnerability to natural disasters.

Coordination of Rural Services and Development Activities

The development efforts in rural area need to be in participatory and coordinated manner. Different government, nongovernment agencies, local government bodies along with private initiatives has the diverse efforts for the development of rural area. Alongside this, different agencies provide necessary services also. Yet this services and development efforts and activities are not adequately coordinated. It results in scattered, overlapping, unplanned developments. It is still a huge challenge to ensure equitably distributed and coordinated rural development intervention both at policy and implementation level. The PRDP project of BRDB practiced the coordinated service delivery by NBDs and UPs along with the implementation of priority-based development planning formulated by the village people with the active participation of UPs and NBDs.

Action needs to be taken to mitigate challenges

- This practice of participatory development should be promoted nationwide.

Reduction of Rural Unemployment

Labor force survey 2016-17, BBS shows that among the 63.5 million economically active populations, 4.2 percent were unemployed. As approximately 70% of the total population lives in rural areas, majority of these unemployed people resides in rural areas. So, reduction of rural unemployment is another challenge.

Action needs to be taken to mitigate challenges

- Farm and non-farm based employment should be focused by rural development institutions.

Lack of Digital and GIS based Database and Monitoring System

As per mandate outlined in the Allocation of Business of the Government, RDCD is involved in policy making, implementing projects and programmes addressing various issues of rural development. A robust and reliable database on various aspects of rural economy is essential for making appropriate policy decisions and their implementation. At present there is no digital and GIS based database in the RDCD. This is an impediment in formulating, implementation and also evaluating the rural development policies and projects. A reliable GIS based Digital database has to be established to ensure efficient and effective implementation of the programmes for an inclusive and vibrant rural economy, and also to ensure the implementation of the “no one is left behind” government initiative in sustainable rural development.

Action needs to be taken to mitigate challenges

- Reliable nationwide GIS based Digital database has to be established to ensure efficient and effective implementation of the programmes by rural development institutions.

7.3 Challenges for Chittagong Hill Tracts to Achieve 8th Five Year Plan

High Prevalence of Poverty

CHT is one of the most disadvantaged regions in the country in terms of income, employment, poverty, health, nutrition, water, sanitation, education, women employment, and access to infrastructure. The rates of both primary and secondary education remain far below the national average. As well as food poverty is widespread, making both ‘absolute’ and ‘extreme’ poverty is much higher than the national level; the poverty (head count) rates are 28.5%, 63.2% and 52.7% in Rangamati, Bandarban and Khagrachhari, respectively (Poverty Map, BBS, 2021).

Despite recent progress in economic and social development, the CHT remains a disadvantaged region. Chittagong Hill Tracts region have been identified as the least developed and most deprived in terms of roads, electricity, credit, education, health, water supply and overseas employment; they include all three of the districts in the CHT, and the highest levels of poverty in Bangladesh are found in the CHT district of Bandarban. Ali Kadam, Thanchi, Rowangchhari, Ruma, and Naikkongchhari upazilas in Bandarban are the most deprived upazilas in the country. Most of the rural people in the CHT are food insecure, especially from June to August. Although Bangladesh has made considerable progress, the human development indices remain very disappointing in the CHT region. Providing access to safe drinking water has been difficult in the CHT due to the topography of the area. Providing access to safe drinking water is costly and often beyond the capacity of the local people. Furthermore, open defecation is still normal practice in many of the paras in the CHT. The Bandarban and Khagrachhari districts rank near the bottom in almost all health and nutrition indicators, as shown clearly in the indicators for child health. Many local people are deprived of basic health services and pure drinking water due to geographical constraints and lack of human resources and medical facilities.

Action needs to be taken to mitigate challenges

- Special programs need to be introduced for all three of the districts in the CHT for roads, electricity, education, health, water supply, employment generation and micro-credit facilities.

Rapid population growth

Over the past few decades, the CHT has experienced massive population growth. The population in the CHT increased by 227% between 1974 and 2011, compared to 96% in Bangladesh overall. In 1901, the CHT population was 124,762 (0.43% of the Bangladesh population), which increased to 508,199 (0.67% of the Bangladesh population) in 1974 and 1,663,274 (1.11% of the Bangladesh population) in 2011 (Establishment Division 1971; BBS 2007, 2012). While the population growth rate has been declining in the plains districts, it is still increasing in the CHT; the CHT population is expected to rise to about two million by the end of year 2020. The increase in population is putting serious pressure on the natural resource base in the region.

Action needs to be taken to mitigate challenges

- Population control programmes need to be strengthened in CHT region through DGFP, Ministry of Health and Family Welfare.

Poor market access

The remoteness and poor accessibility of most of the CHT make marketing of agricultural products, and moving from subsistence to cash crops, a challenge. Most paras are more than half-a-day's walk from an all-weather road. Poor road conditions and high transportation costs further constrain the marketing of agricultural products. There is little value addition and post-harvest losses are high, for many agricultural products as high as 33% due to the weak market infrastructure, lack of storage and processing facilities, and high 8 transportation costs.

Action needs to be taken to mitigate challenges

- All weather road connectivity and Growth centers need to be established with modern market infrastructure in CHT region.

Low diversification and high dependency on agriculture

Agriculture remains a key source of livelihood for the majority of rural people in the CHT. More than 70% of the rural population depends on agriculture, forestry, fisheries, and horticulture for their livelihood. The vast majority of the land in the region consists of steep and undulating hill slopes. According to the FAO, only about 5% of land in the CHT is suitable for intensive agriculture. Agriculture has a very limited capacity to provide gainful employment to the growing workforce. About a quarter of households depend on wage labor for their livelihoods. But the demand for wage labor is low due to the limited non-farm wage opportunities and the unemployment rate is very high. Unemployment and economic hardship, along with limited economic opportunities, have triggered social conflicts and ethnic tensions in the region.

Action needs to be taken to mitigate challenges

- High value crops may be introduced to encourage growing workforce at CHT region.

Limited off-farm employment opportunities

Low levels of entrepreneurship, and limited private investment in industry, services, and commercial enterprise, have resulted in limited employment and livelihood opportunities in the non-farming sector in the CHT. The farm and non-farm sectors are unable to absorb the growing labor force productively and a significant portion of the youth remained un- or underemployed. Moreover, it is difficult for people from the CHT to take up job opportunities outside the region because of the generally low level of education, poor vocational skills, inadequate information, and poor networks. So far, only a few thousand youth have found work in Dhaka and Chattogram in the garment and other industries. Although a huge number of people from the plains are working abroad and sending back remittances, very few people from the CHT and almost none from the tribal communities, are able to take advantage of the international labor market. The challenge is how to prepare people to seize the opportunities offered by the national and global labor market and business.

Action needs to be taken to mitigate challenges

- Nonfarm activities including local made handicrafts is a potential source to be explored by rural development institutions in CHT region.

Dwindling common property resources and increasing landlessness

The area of common property land used for Jhum cultivation is shrinking due to population pressure, submergence of a vast area under water due to the Kaptai dam, and commercial plantations.

Land disputes, unclear property rights, inadequate recognition of common property rights, have all discouraged investment and sustainable use and management of the common property land resources. Jhum cycle has been reduced to three to four years, which is not enough to regenerate soil fertility. The land available for Jhum or other expansion of agriculture has become increasingly scarce and productivity has gone down. Jhum is no longer able to ensure food security and improve the living conditions of the tribal people. Settling land disputes, improving productivity, and transforming Jhum into more productive systems, remain major challenges in the CHT.

Action needs to be taken to mitigate challenges

- Land disputes, unclear property rights, inadequate recognition of common property rights need to be addressed by local administration to encourage investment and sustainable use and management of the common property land resources.

Climate change is an additional threat

The impacts include rising temperatures, increased rainfall variability with more intensive rainfall events, and increased runoff. The already vulnerable agriculture-based livelihood systems face immediate risk of increased crop failure and new patterns of pests and diseases.

Action needs to be taken to mitigate challenges

- Similar like coastal areas, special programs need to be introduced by Local Government Institutions and rural development agencies in CHT region.

Shortage of water

The majority of households use stream and lake water for domestic purposes including drinking. Increasingly, natural water bodies are drying up and perennial water bodies are becoming seasonal; shortage of water for agricultural and domestic use has become a major problem. One of the causes could be watershed degradation, others include increased evaporation due to temperature rise, and a generally growing demand for water for multiple uses.

Action needs to be taken to mitigate challenges

- Preservation of natural water bodies and rain water harvesting should be encouraged by local communities with the support from LGIs.

Degradation of natural resources

Deforestation combined with unsustainable agricultural practices, including mono-cropping of ginger, and root and other crops, has increased runoff, soil erosion, and loss of nutrients and biodiversity. Rapid expansion of tobacco cultivation is also causing environmental problems.

Action needs to be taken to mitigate challenges

- Without forest, there will be no habitat in CHT region. So deforestation and unsustainable agriculture activities should be immediately stopped in CHT region by local government institutions.

7.4 Overcoming Challenges due to Pandemic Situation

COVID-19 has made our economic and social conditions deteriorated. It has put pressure on the economy which has resulted in a rise in poverty and inequality. Many businesses have been closed and informal workers, the urban poor, migrant workers and women are among the most affected segments by the pandemic. Though Bangladesh has managed to improve exports, remittances and foreign exchange reserved in recent times, the economy is still not out of woods so policymakers will also have to work for the health safety of the people while working towards achieving the economic indicators for the Eighth Five Year Plan. In order to bring people out of poverty, there should be more public expenditures. So the government will have to handle many difficulties to achieve the targets.

Chapter 8

Financing Strategy

Chapter 8: Financing Strategy

8.1 Public Financing Options and Reforms

Coordination among Stakeholders

The MoLGRD&C is involved in rural and urban development, requiring coordination among stakeholders, including MoLGRD&C, LGIs, other Line Ministries, Division and Agencies (MDA) and development partners (DPs). The Ministry of LGRD&C will lead the donor coordination on behalf of the major government stakeholders: LGD and RDCD, Planning Commission, Finance Division, Ministry of Agriculture, Road Transport and Highways Division and the Ministry of Commerce. The coordination with DPs is very important as there is a number of Sector Working Groups (SWG) under the Local Consultative Group (LCG). Without proper coordination, there is a risk of duplication and supply-driven donor activities. The functioning of the various SWG of the DPs and the lead government counterparts is shown in following Table 8.1. The Local Government Division (LGD) assumes the leading roles in local governance, water supply and sanitation, and urban sector. The Ministry of Agriculture takes the lead on agriculture; the Road Transport and Highways Division on roads issues; the Ministry of Commerce assumes the responsibility of commerce and businesses, private sector and trade; and the Ministry of Chittagong Hill Tracts Affairs on CHT matters. Given the involvement of MoLGRD&C in rural development, rural roads, rural CMSEs and CHT rural infrastructure, the MoLGRD&C departments will ensure proper coordination with the concerned line ministries to ensure donor coordination and maximize the benefits.

Development Partners and Sector Working Groups

Table 8.1: Development Partners and Working Groups

SI No.	Development Partner	Working Group (Lead Ministry/ Division)
1.	ADB, Denmark, EU, Germany, Japan, UN agencies, Switzerland, the WB	Local government (LGD)
2.	ADB, Australia, Denmark, EU, Japan, UK, UN, WB	Water supply and sanitation (LGD)
3.	ADB, Australia, Germany, Japan, UK, UN agencies, WB	Urban sector (LGD)
4.	ADB, Australia, Denmark, EU, Japan, Korea, Switzerland, UN agencies, USA, WB	Agriculture & Rural Development (Ministry of Agriculture)
5.	ADB, Canada, Denmark, EU, Germany, Japan, Netherlands, Norway, Switzerland, UK, UN agencies, USA, WB	Private sector development & trade (Ministry of Commerce)
6.	Japan, ADB, IsDB, Korea, World Bank	Roads and Highways (Road Transport and Highways Division)
7.	UN agencies, ADB, Australia, Canada, Denmark, EU, USA	CHT (Ministry of CHTA)

Source: LGRD Sector Strategy Paper 2018

Improve Budget Planning and Management: Increased expenditure is not enough. Additional resources alone will not yield the expected gains, especially in respect of quality, unless existing weaknesses both in local government services providers' capabilities need to be seriously addressed and remedied. Along with effective management of resources, decision-making and implementation of decisions regarding learning objectives and priorities, service delivery process and establishing accountability, and performance standards at all levels have to be improved.

Replace incremental budgeting based on precedence with strategic budgeting based on achieving results:

The standard practice of making financial allocations in the recurrent budget is to do it on an incremental basis, i.e., taking the current status as the baseline and adding annual increments in the budget. It is necessary to establish performance criteria and apply them so that managers of the respective component have incentives to perform and prevent wastes and inefficiency. Importantly, budget spending must be linked properly with the results and targets of the 8th Plan for the concerned sector.

Strengthen the implementation of the medium-term budgetary framework: As a part of overall budget management improvement, development and application of a medium-term (three-year) budgetary framework has been initiated. A medium-term budgeting framework combining both development and recurring expenditure with year-to-year rolling adjustments would still be a useful mechanism for budgetary discipline and optimizing utilization of resources. The introduction of medium-term budgetary framework (MTBF) is a major step forward.

A number of questions arise about the large share of the development expenditure in local government engineering programs. Questions have been raised about the efficacy of the incentive expenditures on three contexts: (a) whether they are sustainable as the claim on them rises backed by political pressures, (b) whether they can be administered efficiently and without being distorted by corruption, and (c) whether the benefits in terms of participation, equity and quality improvement would not be better achieved by spending directly on improving inputs and performance.

The prevalence of major inequities accessing different rural areas still exists. Public expenditure allocations including selection of new projects must pay attention to correcting these inequities. Greater public spending to underserved population will be a major focus for the 8th Plan. The government's commitment to build a prosperous nation requires proper planning and deployment of resources to achieve this target.

Lack of systematic research and analysis in rural development financing, including tracking of expenditures, is a major obstacle to effective planning and management. There is a need for research, particularly, in the form of micro-economic studies at the level of upazila, union and communities; tracking expenditure from central level to institutions and learners; analysis of private costs and expenditures; and probing internal efficiency of different types of local government institutions.

8.2 Mobilizing Funding through Public-Private Partnerships

Bangladesh has increasingly recognized the important role of public-private partnership in the delivery of services at Local Government level. This partnership is wide-spread and encompasses all areas of sectoral activities. In rural development, the role is particularly prominent in microcredit lending and training activities. In rural development, much of the investment is in private sector. Indeed, it can be argued that public sector funding of rural economy is low and needs to be boosted up. In particular, absence of public spending on development is a major constraint on the adoption of proper technology in production that adversely affects the expansion of the rural sector. Nevertheless, it can be argued that the scope for expanding private contribution to local government institutions and rural development is still very large.

Greater private provision will help in three major ways. First, it will contribute to funding of activities needed in rural economy sector. Second, it will ease the capacity constraint in the public sector. Third, this will also contribute to greater efficiency of public service provision through stronger competition. The main elements of the strategy to boost private provision during the 8th Plan will include;

- Improve incentives for private sector. Review and reform tax policies that adversely affect private supply. Two specific issues are the taxation of rural economic activity and the high taxation on ICT services.
- Strengthen regulatory policies including accreditation standards to ensure quality of private service provision and safeguard public interest.
- Promote research and training in private sector through seed money and matching grants in rural areas.
- Facilitate employment creation and job training in rural areas through tax breaks.

8.3 Projected ADP Allocation for Local Government and Rural Development

The ADP allocations for LGI include block transfer grants for all LGIs and funding for major urban projects in water, sanitation, waste management and urban roads. So the total funding available for LGIs and for urban development are much higher than indicated by allocations to LGD.

Table 8.2: ADP Allocation for Local Government and Rural Development (Taka Billion in Current Price)

Ministry	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Local Government Division	224.7 (86.5%)	240.4 (84.7%)	281.9 (84.9%)	310.4 (84.2%)	353.8 (83.5%)
Rural Development and Co-operatives Division	23.4 (9%)	28.9 (10.2%)	33.3 (10%)	38.8 (10.5%)	46.6 (11%)
Ministry of Chittagong Hill Tracts Affairs	11.8 (4.5%)	14.5 (5.1%)	16.8 (5.1%)	19.6 (5.3%)	23.5 (5.5%)
	259.9	283.8	332.0	368.8	423.9

(Source: 8FYP)

Chapter 9

Performance Monitoring and Evaluation

Chapter 9: Performance Monitoring and Evaluation

9.1 Performance Management System in Local Government

The Government of Bangladesh made a decision to introduce ‘Performance Management System’ (PMS) as one of the most comprehensive interventions to improve productivity and service delivery in the public sector. The government decided to introduce PMS in the light of the recommendations of the Public Administration Reforms Report-2000 and National Integrity Policy-2012. The PMS is a framework which has been formulated to enhance the effectiveness of public policies and service delivery. The primary emphasis behind public-sector management is to ensure that respective government administrations begin to improve their focus on producing results that benefit communities, build public confidence, and also to initiate and sustain management structures and performance-based organizational cultures, along with other related practices, in the public policy sector. The system works on a result-based management by holding agencies accountable at the outcome and output level, and providing flexibility at the activities input level. It also aims to strengthen decentralization by restricting the roles of the central agencies to policy, planning, monitoring, evaluating and leaving the implementation flexibility at local government. Implementation of a PMS in Bangladesh was initiated by the Cabinet Division in 2014. PMS consists of a set of processes that help government organizations optimize their performance.

PMS helps local government agencies to make use of their financial, human, material, and other resources. With the signing of Annual Performance Agreement (APA) with ministries/divisions the government embarked on innovative process of evaluating yearly performance of the civil servants and making them accountable to their responsibilities. Under the agreement the ministries ascertain vision, mission and strategic goals in consistence with the development priorities of the government, long term perspective plan, five year plan and allocation and business and budgetary allocation of the ministry. The ministries have come to the agreement with the Cabinet Division for evaluating the performance of the officials under PMS. Performance management system and annual performance agreement will help improve the efficiency and accountability of the government offices and expedite the implementation of government policies and programs under an intensive monitoring system. The annual performance agreement will play a vital role in ensuring transparency, accountability and dynamism in the organizations. The agreement would help increasing responsibility and efficiency of the officials of the respective organizations at local level also.

9.2 Strategic Role of the Development Results Framework

Public programmes are intended to attain certain goals and objectives. However, in many cases apparently potential programmes might fail to reach those goals and that is why it is crucial to monitor them over time and to scrutinize their performance in a scientific manner. Monitoring is concerned with setting goals, indicators and targets and the information obtained by monitoring can be used to evaluate a programme. It can therefore be termed as a continuous process that uses systematic collection of data on specified indicators to provide policy makers and the stakeholders with an idea of the extent of progress and achievement of objectives. While comparing the outcomes of a specific programme with a set of targets, monitoring can help the policy makers to choose appropriate policies among a set of alternatives and can also help in improving the design and implementation of policies.

Evaluation, on the other hand, is the systematic and objective assessment of a project, programme, or policy with a view to determine the relevance and fulfilment of objectives, effectiveness, impact, and sustainability of that project, program, or policy. Such an assessment should be carried out in terms of its design, implementation, and results. An evaluation should provide information which is credible and useful, enabling the incorporation of lessons learned into the decision making process.

As a whole, M&E analyses the way an intervention/policy option operates over time and evaluates the initial values of chosen indicators and desired outcomes.

Monitoring and evaluation promotes accountability and transparency in public spending, and ensures that resources are efficiently utilized for attaining the development goals. Governments use different tracking systems and the ‘three legged stool’ comprising of (i) good human resource system, (ii) financial system and (iii) accountability system are crucial for efficient management of public resources. In case of a results-based M&E system, public spending and achievements of objectives is emphasized and through that, inclusion of a ‘fourth leg’ into the system can be considered that reinforces good governance.

Monitoring provides the stakeholders and policymakers with the information about the current status of a policy/program/ project relative to respective targets and outcomes, whereas evaluation gives evidence of whether targets and outcomes are being achieved or not. The primary purpose of M&E is therefore to help the government to measure the quantity, quality and targeting of outputs and to quantify how the outputs affect the lives of the common masses.

The Government of Bangladesh recognizes that an effective monitoring and evaluation (M&E) system is crucial to monitor the implementation of the 8th Five Year Plan, including individual projects and associated programmes. Without an effective M&E structure, resources might be spent in an inefficient manner and could be disbursed in projects which are not consistent with the Education and Science sector plan. However, in most cases the existing M&E structure of Bangladesh including for education and science related investments mostly play an important role in tracking spending of projects/programmes. They do not offer a scientific, systematic and results-based M&E framework which would ensure the best utilization of scarce resources.

SDG Goals and Targets as well as global and thematic indicators which are expected to guide monitoring progress in SDG achievement and also support planning of activities and development of monitoring mechanisms and tools. These indicators need to be closely examined and adjusted and adapted, as necessary, for use in the national system management and monitoring.

9.3 M&E Practices in Bangladesh

Presently in Bangladesh, M&E is concerned primarily with tracking spending and the physical progress of the project/programmes. The government’s dedicated M&E unit, the Implementation, Monitoring and Evaluation Department (IMED), is responsible for tracking the public sector development programmes. IMED primarily monitors and evaluates the development projects for efficient implementation. Monitoring primarily oversees the implementation process, identifies the challenges in terms of quality, time and costs and provides recommendations for improvement. The key stakeholders for the IMED are the ministries/divisions and other autonomous state bodies.

IMED is involved at various stages of the project cycle- project preparation (pre-project), project completion and also post-project impact evaluation. In the pre-project phase, IMED’s role is to suggest for improvement and modification whereas in the implementation phase, IMED monitors progress to ensure timely implementation and to maintain quality. It also gathers information from projects, agencies and ministries for effective monitoring consisting of: (i) periodic reports, (ii) procurement reports, (iii) field inspections, (iv) monthly coordination/review meetings, and (v) special meetings with the Project Directors. Information collected in this manner is analysed on a monthly, quarterly and annual basis to review implementation performance of ministries/divisions.

In the post implementation phase, terminal evaluation reports are prepared by IMED on all projects,

containing an analysis of the performance of project with suggestions for improvement. It also evaluates selected projects for assessing their impacts on certain indicators and the findings are used in future project design and implementation. The main consideration of IMED's M&E activities is identification of implementation problems and their timely resolution and all the reports prepared by IMED contain implementation problems and suggestions for improvement. These are discussed in review meetings held at the Ministry.

Every year, on an average, IMED monitors more than 1200 projects under the Annual Development Programme and evaluates around 200 projects. It publishes: (i) Monthly performance evaluation of projects of the Ministries/Divisions, (ii) Quarterly performance evaluation reports of ADP included projects, (iii) Annual review report on ADP implementation, (iv) Annual project evaluation reports, (v) Impact assessment reports conducted by the external bodies.

As for impact evaluation, IMED carries out the evaluation in each project. Under this evaluation procedure, they carry out evaluation of already completed projects each financial year. The choice of those projects is made out of a list of proposed projects submitted by each of the ministries at the end of each fiscal year. After thorough review process about ten to twelve projects are selected for evaluation. This evaluation is done either through: (i) out sourcing-under which the task of evaluation is conducted by a research firm and the selection of that firm is done through open advertisement and call for proposal; (ii) in house evaluation-under this system the evaluation Wing appoints consultants and the evaluation is carried out by them. Under both of the procedures, a Technical Evaluation Team of IMED monitors the methodology, technical aspects, survey method or as a whole the procedure of the research. The final evaluation is placed in front of the Technical Evaluation Team as well as a Steering Committee. The result of the evaluation is finally disseminated for comments and suggestions. It is important to mention that, the methodology applied to individual project evaluation depends on the type of project as well as the choice of research firm/consultants regarding the project.

An important break with the past was secured by the government in the context of the Seventh Five Year Plan and further consolidated in the Eighth Five Year Plan. The Sixth Five Year Plan for the first time introduced the concept of results-based monitoring and evaluation (RBM&E). It included a development results framework (DRF) that defined certain quantitative results to be achieved at the end of the completion of the Sixth Plan. To measure progress it also provided baseline estimates of these core targets and objectives. The robustness of the RBM&E and the associated DRF was tested through an interim review and a full mid-year review was conducted to check for progress with the implementation of Sixth Plan. Based on the lessons learnt with the implementation of the RBM&E in the 6th Plan and the 7th Plan, 8th Five Year Plan expanded the coverage of the targets and the number of indicators for monitoring progress. It formally adopted the Development Results Framework (DRF) as the quantitative framework for monitoring the implementation of the 8th FY Plan.

9.4 LG&RD Target to Achieve through Monitoring and Evaluation

Table 9.1: Monitoring and Evaluation Indicator and Target for Local Government

Thematic Category/ Thematic Area	Indicators	Baseline		Target (2025)	Responsible Agencies
		Year	Status		
Rural Development	Coverage of Rural Road Connectivity	LGED, 2016	83.45%	90%	LGED
Livelihood Improvement	Coverage of Safe Drinking Water	MICS, 2019	National: 42.6% Urban: 37.9% Rural: 44.0%	75%	LGED, WASA, DPHE
Livelihood Improvement	Coverage of Sanitation and Hygiene	MICS, 2019	National: 64.4% Urban: 64.7% Rural: 64.3%	80%	LGED, WASA, DPHE
Livelihood Improvement	Coverage of Solid Waste Management	LGED, 2016	63.2%	75	LGED
Livelihood Improvement	Population living in Urban Slums	LGED, 2016	33%	25%	LGED

Table 9.2: Monitoring and Evaluation Indicator and Target for Rural Development

Thematic Category/ Thematic Area	Indicators	Baseline		Target (2025)	Responsible Agencies
		Year	Status		
Rural Development	Number of formal co-operatives newly registered	2019	4,192,020	4,714,000	DOC
	Number of informal groups developed	2019	1,420,619	11,459,303	DOC, BRDB, BARD, RDA, BAPARD, SFDF, PDBF, MILK VITA
Co-operatives Activities enhancement	Number of newly registered Milk and dairy co-operatives	2019	87	170	MILK VITA
Rural Development	Establishment of Bangabandhu Model Village	2019	0	496	DOC
Rural Development	Creation of Alternative livelihood for the people of Haor region	2019	1,860	13,875	DOC, BRDB, PDBF
Rural Service Development	Livelihood development of Ethnic people of plain land through cooperatives	2019	13,000	28,000	DOC, BRDB, BARD, RDA, PDBF
Rural Service Development	Number of people provided with SME credit	2019	3500	105,651	BRDB, BARD, RDA, PDBF

(Details in Annex 1)

Annex-I

Detail Action Plan to Achieve National Plans

Annex-I: Detail Action Plan to Achieve National Plans (Sub Sector: Local Government)

Strategies/ Goal of 8FYP	Thematic Category/ Thematic Area	Action/ Indicator	Baseline		Target (2025)	Implementation period	Aligned To		Expected Outcome	Responsible Agency	Assumptions
			Year	Status			SDG's Target	BDP 2100 Measures			
1 Proportion of the rural population who live within 2 km of an all-season road	2 Rural Road Connectivity	3 <ul style="list-style-type: none"> Continue to repair, maintain, improve and expand existing roads on a priority basis Combining inland water transport with the existing road transport system as well as ensuring a healthy road alignment. Priority to regional transport connectivity Reducing maintenance frequency and thereby recurring cost of roadways, utmost attention should be given to make road infrastructure durable. Develop middle-income enabled quality infrastructures with high-speed mobility facilities. 	4 LGED, 2016	5 83.45%	6 90%	7 2020-2025	8 9.1	9 Protection from floods and climate change- related disasters	10 Infrastructure development for rural community	11 LGED	12 Lead: RTHD Co-Lead: LGD

Strategies/ Goal of 8FYP	Thematic Category/ Thematic Area	Action/ Indicator	Baseline		Target (2025)	Implementation period	Aligned To		Expected Outcome	Responsible Agency	Assumptions
			Year	Status			SDG's Target	BDP 2100 Measures			
1	2	3 <ul style="list-style-type: none"> Emphasis should be given to build necessary access control infrastructures as well as to enforce different conflicting usages of right of way (r.o.w.) throughout the transport corridor. Construction of bridges/culverts Reconstruction of bridges/culverts Improvement of the Upazila Road Double lane/Widening/Up gradation/ Rehabilitation of selected Upazila /Union Roads that needs up-gradation being used by a large number of commercial vehicles Improvement of the selected Union Road. Improvement of prioritized Village Road Re-construction/Double lane of Bridges and Culverts on Upazila Road, Union Roads being used by a large number of commercial vehicles Construction of Bridges and Culverts on Upazila Road, Union Roads 	4	5	6	7	8	9	10	11	12

Strategies/ Goal of 8FYP	Thematic Category/ Thematic Area	Action/ Indicator	Baseline		Target (2025)	Implementation period	Aligned To		Expected Outcome	Responsible Agency	Assumptions
			Year	Status			SDG's Target	BDP 2100 Measures			
1	2	3 <ul style="list-style-type: none"> Construction of Bridges and Culverts on prioritized Village Road Development of Growth Centres and Rural Markets Construction of all remaining Union Parishad Complexes Extension of Upazila Complexes Construction and rehabilitation of Cyclone Shelters and killas Periodic and Routine maintenance of Paved and Herring Bone Bond (HBB) roads & structures on rural roads Coordinate the Roads, Railway and inland water cargo linkages to strengthen the performance of Chittagong Port and the competitiveness of the manufacturing sector. 	4	5	6	7	8	9	10	11	12
Proportion of population using safely managed drinking water services	Safe Drinking Water	<ul style="list-style-type: none"> Ensuring safe water facilities for all through the development of different water supply options Development of different water supply options in affected areas 	MICS 2019	National: 42.6% Urban: 37.9% Rural: 44.0%	75%	2020-2025	6.1	Ensure Water security and efficiency of water usage	Sustainable livelihood development	LGED, WASA, DPHE	Lead: LGD

Strategies/ Goal of 8FYP	Thematic Category/ Thematic Area	Action/ Indicator	Baseline		Target (2025)	Implementation period	Aligned To		Expected Outcome	Responsible Agency	Assumptions
			Year	Status			SDG's Target	BDP 2100 Measures			
1	2	3	4	5	6	7	8	9	10	11	12
		<ul style="list-style-type: none"> Continue with hydrological and hydro-geological investigation for ground and surface water Modern water management technology to be promoted to enhance irrigation efficacy and water productivity through optimal use of available water resources 									
Proportion of population using safely managed sanitation services	Sanitation and Hygiene	<ul style="list-style-type: none"> Ensuring sanitation facilities for all through the development of different sanitation options Sustaining & replication of Total Sanitation Campaign with a variety of water supply initiatives. Ensuring sanitation facilities in the hydro-geologically difficult and problematic areas Ensuring safe sanitation facilities for all through the development and upgradation of different sanitation options Increase access to sanitation facilities to all rural people. 	MICS 2019	National: 64.4 Urban: 64.7 Rural: 64.3	80%	2020-2025	6.2	Ensure Eco-friendly waste management	Equitable access to sanitation and hygiene	LGED, WASA, DPHE	Lead: LGD

Strategies/ Goal of 8FYP	Thematic Category/ Thematic Area	Action/ Indicator	Baseline		Target (2025)	Implementation period	Aligned To		Expected Outcome	Responsible Agency	Assumptions
			Year	Status			SDG's Target	BDP 2100 Measures			
1	2	3	4	5	6	7	8	9	10	11	12
Percentage of urban solid waste regularly collected	Solid Waste Management	<ul style="list-style-type: none"> Ensuring cities are sustainable and more efficient with promotion of environment friendly activities in development of interventions. Disseminate newly developed technologies and building materials which will be agriculture and environment friendly, disaster resilient and affordable. On a pilot basis, steps should be taken for construction of 75 low cost multi-storeyed residential building at different villages. 	63.2%		75	2020-2025	11.6	Ensure Eco-friendly waste management	Improved waste management	LGED	Lead: LGD
Proportion of urban population living in slums, informal settlements or inadequate housing	Improvements of Urban Slums	<ul style="list-style-type: none"> Improvement of Slums: All relocation/ resettlement of dwellers of untenable slums/ informal settlements should be implemented in accordance with the Resettlement guidelines as prepared. Improve inclusive housing and other civic services for urban inhabitants including for people living in informal settlements and slums 	33%		25%	2020-2025	11.1	Optimal and integrated use of land and water resources	Sustainable physical and social infrastructure	LGED	Lead: MoHPW Co-Lead: LGD

Strategies/ Goal of 8FYP	Thematic Category/ Thematic Area	Action/ Indicator	Baseline		Target (2025)	Implementation period	Aligned To		Expected Outcome	Responsible Agency	Assumptions
			Year	Status			SDG's Target	BDP 2100 Measures			
1	2	3 <ul style="list-style-type: none"> Improving sanitation services ensuring sanitation facilities for city dwellers by increasing the existing coverage. Increasing the existing coverage of drainage system. Basic leases should be used along with group tenure arrangements, whereby block is registered under a lease agreement to the group or a local authority. Activities involving urban infrastructure contribute to the sustainability of the manufacturing and services sector growths through the urbanization strategy. 	4	5	6	7	8	9	10	11	12
Ensure local level participation in planning and monitoring the functions of LGIs (Number of Union Parishad)	Monitoring of LGIs	<ul style="list-style-type: none"> Ensuring legitimate comprehensive development plans for future development of urban areas of Bangladesh Ensuring regionally balanced urbanization through polycentric decentralized development and hierarchically structured urban system; 		2285	457	2020-2025	11.a	Effective institutions and equitable governance	Improved governance system and services	LGED	Lead: LGD Co-Lead: MoHPW

Detail Action Plan to Achieve National Plans (Sub Sector: Rural Development and Cooperatives)

Strategies/ Goal of 8FYP	Thematic Category/ Thematic Area	Action/ Indicator	Baseline		Target (2025)	Implementation Period	Aligned to		Expected Outcome	Responsible Agency	Assumptions
			Year	Status			SDG's Target	BDP 2100 Measures			
1	2	3	4	5	6	7	8	9	10	11	12
Promote cooperative activities in production and financial resource pooling	Rural Development	Number of formal co-operatives newly registered in particular by DOC	2019	4192020	4714000	2020-2025	1.2, 1.4, 8.5, 1.1	Protection from floods and climate change-related disasters	Livelihood Development	DOC	Lead: CD Co-Lead: RD/CD
Expansion of Milk cooperative in Milk fade Upazila	Co-operatives Activities enhancement	Number of informal groups developed	2019	1420619	11459303	2020-2025	1.2, 1.4, 8.5, 1.1	Protection from floods and climate change-related disasters	Livelihood Development	DOC, BRDB, BARD, RDA, BAPARD, SFDF, PDBF, MILK VITA	Lead: CD Co-Lead: RD/CD
Expansion of Milk cooperative in Milk fade Upazila	Co-operatives Activities enhancement	Number of newly registered Milk and dairy co-operatives	2019	87	170	2020-2025	2.1, 2.2, 2.3, 2.4, 8.5, 1.1, 1.2	Optimal and integrated use of land and water resources	Strengthening functioning of Co-operatives	MILK VITA	Lead: CD Co-Lead: RD/CD
Ensure linkage among farmers, non-farm employees and markets for marketing products	Rural Development	Establishment of Bangabandhu Model Village	2019	0	496	2020-2025	1.4, 8.5, 12.2	Protection from floods and climate change-related disasters	Livelihood Development	DOC	Lead: CD Co-Lead: RD/CD
Creation of Alternative livelihood for the people of Haor region	Rural Development	Number of Alternative livelihood in the Haor region	2019	1860	13875	2020-2025	1.1, 1.4, 8.3, 8.5	Conserve and preserve wetlands and ecosystems	Sustainable livelihood development in haor areas	DOC, BRDB, PDBF	Lead: CD Co-Lead: RD/CD

Strategies/ Goal of 8FYP	Thematic Category/ Thematic Area	Action/ Indicator	Baseline		Target (2025)	Implementation Period	Aligned to		Expected Outcome	Responsible Agency	Assumptions
			Year	Status			SDG's Target	BDP 2100 Measures			
1	2	3	4	5	6	7	8	9	10	11	12
Livelihood development of Ethnic people of plain land through cooperatives	Rural Service Development	Number of formal co-operatives for livelihood development of Ethnic people of plain land	2019	13000	28000	2020-2025	1.4, 1.4, 2.3	Conserve and preserve ecosystems	Sustainable livelihood development among ethnic people	DOC, BRDB, BARD, RDA, PDBF	Lead: CD Co-Lead: RDCC
Special attention to further closing the gap between the rich and the poor in accessing basic services with special focus on the bottom 20 percent where the gap is the highest	Rural Service Development	Number of people provided with SME credit	2019	3500	105651	2020-2025	1.4, 4.4, 8.5	Optimal and integrated use of land and water resources	Balanced rural development	BRDB, BARD, RDA, PDBF	Lead: CD Co-Lead: RDCC

Annex-II
List of Indicative Actions/Project
Themes to Achieve Targets of 8th FYP and SDG:

Annex-II: List of Indicative Actions/ Project Themes to Achieve Targets of 8th FYP and SDG (Local Government Division)

Sl No.	8 th Five Year Plan Targets (Quantitative or qualitative with page no.)	Action/ Project Theme	Baseline (Year)	Target (2025)	SDG Goal/ Target	Cross-cutting Ministry/ Division
1	Proportion of population using safely managed drinking water services (Page-148)	<ul style="list-style-type: none"> Ensuring Safe Drinking Water 	National: 42.6% Urban: 37.9% Rural: 44.0% (MICS 2019)	75%	6.1	
2	Proportion of population using safely managed sanitation services (Page-148)	<ul style="list-style-type: none"> Safely managed sanitation services 	National: 64.4 Urban: 64.7 Rural: 64.3 (MICS 2019)	80%	6.2	
3	Upazila, Union and Village Road network in good and fair condition (Page-151)	<ul style="list-style-type: none"> Rural Road Network for Upazila, Union and Village Connectivity 	38% (2019)	57%	9.1	
4	Proportion of the rural population who live within 2 km of an all-season road (Page-151)	<ul style="list-style-type: none"> Rural Road Network for Upazila, Union and Village Connectivity 	83.45% (LGED, 2016)	90%	9.1	
5	Percentage of urban solid waste regularly collected (Page-155)	<ul style="list-style-type: none"> Solid Waste Management Facility 	63.2%	75	11.6	MoEFCC
6	Number of a) Upazilas, b) municipalities having an approved Upazila Master Plan (Page-155)	<ul style="list-style-type: none"> Preparing Master Plan for Upazila and Municipalities 	a) 14 b) 324 (2019)	a) 250 b) 330		
7	Proportion of urban population living in slums, informal settlements or inadequate housing (Page-155)	<ul style="list-style-type: none"> Development of adequate housing facilities for population living in slums 	33%	25%	11.1	MoHPW
8	Number of Projects to improve the governance performance in both rural and urban local government bodies according to the Mid and Long-Term Strategy for Upazila Parishad Governance Improvement and Strategy for Governance Improvement of City Corporations (SGICC), 2020-2030. (Page-170) (Q)	<ul style="list-style-type: none"> Capacity Development of rural and urban local government officials 	0	1	1	
9	Play primary role in implementing the urban flood control, urban drainage, urban water, and urban sanitation as a part of BDP2100 (Page-331) (Q)	<ul style="list-style-type: none"> Prepare a Master Plan for implementing BDP 2100 			6.2	MoWR
10	Define functions of LGIs and RDIs at all levels and clarify roles and responsibilities between sectoral ministries / agencies and LGIs for service delivery to the people (Page-446) (Q)	<ul style="list-style-type: none"> Improving service delivery at LGIs and RDIs 				

SI No.	8 th Five Year Plan Targets (Quantitative or qualitative with page no.)	Action/ Project Theme	Baseline(Year)	Target (2025)	SDG Goal/ Target	Cross-cutting Ministry/ Division
11	Update guidelines for linking local development plan with the national development plan (Page-446) (Q)	<ul style="list-style-type: none"> Preparing Guideline for linking Local and Maser Plans 			11.a	
13	Ensure local level participation in planning and monitoring the functions of LGIs (Page- 446) (Q) 13-1 Union Parishad (number)	<ul style="list-style-type: none"> Capacity Development of staffs at LGIs for planning and development 	2285	457	11.a	
14	Promote the performance-based incentive system for the LGIs (Page-446) (Q) 14-1 Union Parishad (number)	<ul style="list-style-type: none"> Preparing Guideline for performance based incentives for LGIs 	2910	345		
15	Conduct action research on local development and disseminate results (Page- 446) (Q)	<ul style="list-style-type: none"> Preparing Action Plan for Local Government and Development 				
16	Promote women's empowerment in the LGIs and RDIs (Page-446) (Q) 16.1 Beneficiaries in Union level	<ul style="list-style-type: none"> Women empowerment in LGIs and RDIs 	12000	4000	5-5	
17	Provide sustainable physical and social infrastructures and improve rural infrastructure (P 446) (Q) 1.1 Physical Infrastructure in rural areas 1.1.1 Road (km) 1.1.2 Bridge/Culvert (m) 1.2 Social Infrastructure in rural areas 1.2.1 Cyclone Shelter (no.) 1.2.2 Upazila Parishad Complex (new construction) 1.2.3 Upazila Parishad Complex (Extension) 17.2.3 Union Parishad Complex (no.)	<ul style="list-style-type: none"> Project for sustainable physical and social infrastructures and improve rural infrastructure 	1,33,876 1471,466 1710 32 384 3487	5400 26000 125 - 17 10	9-1	MoDMR, MoL, MoPME
18	Ensure appropriate services at grass root level in line with the principle of "leaving no one behind" (Page-446) (Q)	<ul style="list-style-type: none"> Introduce grass root level services for all 				
19	Ensure safe water supply and sanitation facilities in a sustainable manner (Page-446) (Q) 19.1 No of Projects:	<ul style="list-style-type: none"> Safe water supply and sanitation facilities 	65	100	6.1, 6.2	
20	Improve e-governance system and services (Page-446) (Q)	<ul style="list-style-type: none"> Project for improving e-governance system and services 				ICTD
21	Extend social safety nets coverage (Page-446) (Q) 21.1 Number of beneficiaries (pregnant mother and 0-60 months children)	<ul style="list-style-type: none"> Extend social safety net program for Pregnant Mother and Nutrition 			1-3, 10-3	MoSW

SI No.	8 th Five Year Plan Targets (Quantitative or qualitative with page no.)	Action/ Project Theme	Baseline(Year)	Target (2025)	SDG Goal/ Target	Cross-cutting Ministry/ Division
22	Promote primary health care and nutrition services (Page- 446) (Q) 1.1 Promote urban primary health care 1.1.1 City corporations 1.1.2 Pourashava	<ul style="list-style-type: none"> Ensuring primary health care and nutrition services 	11 14	12 329	2.2	
23	Reform national transfers to LGIs by making them criteria base, transparent and predictable (Page-446) (Q)	<ul style="list-style-type: none"> Project to reform national transfers to LGIs 				
24	Sharply strengthen LGI resource mobilization focused on property taxes and cost recovery of services (Page-446) (Q)	<ul style="list-style-type: none"> Strengthening LGI for resource mobilization 				
25	Prioritize the implementation of the strategy documents 'Strategy for Governance Improvement of City Corporations (SGICC) (2020 – 2030)', 'National Strategy for Paurashava Governance Improvement (2016-2025)' and 'Mid and Long-Term Strategy for Upazila Parishad Governance Improvement' (Page-447) (Q)	<ul style="list-style-type: none"> Strengthening Governance Improvement of City Corporations and Upazila Parishads 			11.a	
26	Promote good governance programmes such as the local governance programme 'Sharique' (Page- 448) (Q)	<ul style="list-style-type: none"> Promoting good governance at local governance programme 				
27	Introduce the National Integrity Strategy (NIS) at the Upazila Level for Improving Governance at Local Government Institutions (LGIs) (Page-449) (Q)	<ul style="list-style-type: none"> Preparing Guideline for National Integrity Strategy at the Upazila Level for Improving Governance 				
28	Routine evaluation and update of The Local Government Acts, developed for each tier of the LGIs, provide overall framework for their financial management (Page-449) (Q) 1.1 Amendment of Union Parishad act 1.2 Amendment of Zila Parishad 1.3 Amendment of Pourashava 1.4 Amendment of City Corporations	<ul style="list-style-type: none"> Evaluation study for Local Government Acts 	1 1 1 1	- - - -	- - - -	
29	Develop an Effective Revenue Sharing Mechanism by strengthening the capacity of LGIs in PFM in particular. (Page-450) (Q) 29.1 In Pourashava	<ul style="list-style-type: none"> Preparing Revenue Sharing Guideline for strengthening the capacity of LGIs 	-	-	-	

Sl No.	8 th Five Year Plan Targets (Quantitative or qualitative with page no.)	Action/ Project Theme	Baseline(Year)	Target (2025)	SDG Goal/ Target	Cross-cutting Ministry/ Division
30	Improve Public Financial Management (PFM) for Local Government Institutions (LGIs) where focus will be improving Planning and Budgeting, increasing the Resource Mobilization Capacity of LGIs (Page-450) (Q) 30.1 In Pourashava	<ul style="list-style-type: none"> Preparing Guideline for Public Financial Management (PFM) at Local Government Institutions 	-	-		
31	Increase Inter-Governmental Fiscal Transfers (Page-451) (Q)	<ul style="list-style-type: none"> Preparing Guideline for Increasing Inter-Governmental Fiscal Transfers 				
32	Improve PFM Staffing Resources by ensuring that each UZP and municipality have one budget officer, one trained financial management specialist, one trained IT staff, and computer facilities (Page-451) (Q)	<ul style="list-style-type: none"> Capacity building of PFM Staffs 				
33	Strengthen the supervision and monitoring capacity of LGD with the introduction of a formal mechanism of supervision, monitoring, evaluation and enforcement of PFM rules and regulations (Page-451) (Q)	<ul style="list-style-type: none"> Strengthening the supervision and monitoring capacity of LGD 				
34	Improve the understanding about budget among LGI officials who should be trained and mandated to use the budget document to achieve development objectives. (Page- 451) (Q)	<ul style="list-style-type: none"> Capacity building of LGI Staffs to achieve development objectives 				MoF, NILG
35	Mandate Multi-Year Budgets in order to more efficiently assess future revenues and expenditures (Page-451) (Q)	<ul style="list-style-type: none"> Capacity building of LGI Staffs to efficiently assess revenues and expenditures at Local level 				MoF
36	Expand LGI's Taxation Authority by facilitating an expansion of taxing power that allows local governments to decide how and how much to tax in order to best match their community's demographics, budget and political realities. (Page- 451) (Q)	<ul style="list-style-type: none"> Capacity building of LGI Staffs to facilitate expansion of taxing power 				
37	Strengthen the system of property taxation through proper and computerized land record, proper land and property valuation and sensible tax rates that allow some minimum revenue mobilization. (Page-451) (Q)	<ul style="list-style-type: none"> Strengthening the system of property taxation through proper and computerized land record 				
38	Ensure improvements in tax administration including proper assessments, avoiding harassment of citizens, effective consultation with taxpayers and community leaders to develop business partnership, and property accounting and record keeping of revenues. (Page-451) (Q)	<ul style="list-style-type: none"> Strengthening the system of tax administration 				

SI No.	8 th Five Year Plan Targets (Quantitative or qualitative with page no.)	Action/ Project Theme	Baseline(Year)	Target (2025)	SDG Goal/ Target	Cross-cutting Ministry/ Division
39	Consider the extension and adoption of IBAS+++ in the LGIs for proper accounting. (Page- 451) (Q)	<ul style="list-style-type: none"> Capacity development of LGIs for proper accounting in IBAS++ 				
40	Strengthen the audit of LGI operations in meaningful and practical ways. (Page-452) (Q)	<ul style="list-style-type: none"> Strengthening the audit of LGI operations 				
41	Develop National Physical Plan by 2022 for UPZs Master Plan (Page-454) (Q)	<ul style="list-style-type: none"> Develop National Physical Plan for UPZs Master Plan 				
42	Develop appropriate pricing policies to encourage private piped water supply, hygienic and environmentally safe household sanitation and sound management of solid waste (Page-488) (Q)	<ul style="list-style-type: none"> Policy development for water supply, hygienic and environmentally safe household sanitation and sound management of solid waste 				
43	Develop an “Water and Sanitation Regulatory Agency” (WASRA) (Page-490) (Q)	<ul style="list-style-type: none"> Formation of Water and Sanitation Regulatory Agency 	-	-		
44	Develop the first phase of a time-bound actionable implementation plan for the periods FY2021-FY2025 in consultation with the LGIs, other ministries and national research institutions. (Page-545)(Q)	<ul style="list-style-type: none"> Preparing Implementation plan for LGIs, concern ministries and national research institutions 			11.a	
45	Make reforms in Urban Governance such as decentralized and autonomous urban governments (Page-545) (Q)	<ul style="list-style-type: none"> Preparing reform policies for Urban Governance on issues like decentralization 				
46	Utilize the User charges and beneficiary-pays-principle to play a major role in city finances. (Page-545) (Q)	<ul style="list-style-type: none"> Preparing a guideline on user charges and beneficiary-pays-principle to play a role in city finances 				
47	Adopt an urbanization strategy that will guide investment decisions around the country for balanced urban and regional development (Page-546)	<ul style="list-style-type: none"> Preparing urbanization strategy for investment decisions for balanced urban and regional develop 				
48	Develop tools in land management such as guided land development (GLD), land readjustment, or land pooling in the fringe areas of some urban areas of the country (Page-546) (Q)	<ul style="list-style-type: none"> Develop tools for guided land development or land pooling in the fringe areas of urban areas 				Mol
49	Involving Stakeholders in Planning and Development (Page- 547) (Q)	<ul style="list-style-type: none"> Preparing policies for Planning and Development 				
50	Put the Institutional Regulatory Framework for Fecal Sludge Management (IRF-FSM) into practice and scale up existing efforts (Page-549) (Q) 1.1 Rural & Pourashava 1.2 City Corporation	<ul style="list-style-type: none"> Preparing Institutional Regulatory Framework for Rural, Pourashavas and City Corporations 	1	-	6.2	MoEFCC,

SI No.	8 th Five Year Plan Targets (Quantitative or qualitative with page no.)	Action/ Project Theme	Baseline(Year)	Target (2025)	SDG Goal/ Target	Cross-cutting Ministry/ Division
51	Prepare a sewerage master plan (P549)(Q) 1.1 Dhaka City Corporation 1.2 Chattogram City Corporation and surrounding 4 pourashava	<ul style="list-style-type: none"> Preparing sewerage master plan for City Corporations in Dhaka, Chattogram and Pourashavas 	1 1	- -		
52	Prepare a sanitation safety plan (Page- 550) (Q)	<ul style="list-style-type: none"> Preparing a sanitation safety plan 				
53	Promote Sustainable land-use planning and innovative land management (Page- 552) (Q)	<ul style="list-style-type: none"> Sustainable land-use planning and innovative land management Project 				MoL
54	Integrate city CC-DRR policies and plans in national preparedness and response system (Page- 555)(Q)	<ul style="list-style-type: none"> Project for integrating city CC-DRR policies and plans in national preparedness and response system 				MoDMR
55	Review and update the city's transportation plan to include disaster risk reduction measures. (Page- 556) (Q)	<ul style="list-style-type: none"> Project to review the transportation plan of city corporations 				MoDMR
56	Revise the local level (Upazila) development planning Proforma (Page-736) (Q)	<ul style="list-style-type: none"> Project for developing the planning Proforma 			11.a	MoDMR

Rural Development and Cooperatives Division (RD CD)

SL No.	8 th Five Year Plan Targets (Quantitative or qualitative with page no.)	Action/ Project Theme	Baseline(Year)	Target(2025)	SDG Goal/ Target	Cross-cutting Ministry/Division
1	Upazila, Union and Village Road network in good and fair condition (Page-151)	<ul style="list-style-type: none"> Rural Road Network for Upazila, Union and Village Connectivity 	38 % (2019)	57%		
2	Create non-farm jobs in rural areas for rural wage workers which will be the main source of poverty reduction (Page-102) (Q)	<ul style="list-style-type: none"> Creating non-farm jobs in rural areas 				
3	Support the growth of non-farm rural enterprises in the lagging districts through focused support programmes including credit, technology, and marketing services. (Page-109) (Q)	<ul style="list-style-type: none"> Support programmes for non-farm rural enterprises 				
4	Ensure adequate employment and income generation for the rural population in light with the government's priority program "My Village-My Town". (Page-446) (Q)	<ul style="list-style-type: none"> Employment and income generation programmes for rural population 			8.5	
5	Develop policy/ strategy for a holistic management of rural road asset (Page-452) (Q)	<ul style="list-style-type: none"> Develop policy/ strategy for a holistic management of rural road asset 				
6	Facilitate rural growth and diversify economy for the promotion of employment and income generation (Page-455) (Q)	<ul style="list-style-type: none"> Project for rural growth and diversify economy 			8.2	
7	Reduce rural poverty focusing on the vulnerable rural population (Page- 455) (Q)	<ul style="list-style-type: none"> Project for vulnerable rural population 			1.1, 1.2	
8	Ensure balanced development across districts, with a particular focus on the poor region (Page-455)(Q)	<ul style="list-style-type: none"> Project for balanced development 			11.a	
9	Promote cooperative activities in production and financial resource pooling (Page-455) (Q)	<ul style="list-style-type: none"> Project for promoting cooperative activities 				
10	Ensure linkage among farmers, non-farm employees and markets for marketing products (Page-455) (Q)	<ul style="list-style-type: none"> Project for linkage among farmers, non-farm employees and markets 				MoC
11	Expansion of Milk Cooperatives in Milk fade Upazila (Page-459) (Q)	<ul style="list-style-type: none"> Project for expansion of Milk Cooperatives 				Department of Cooperative
12	Establishment of Bangabandhu Model Village (Page-459) (Q)	<ul style="list-style-type: none"> Project to establish Bangabandhu Model Village 				BRDB
13	Creation of Alternative livelihood for the people of Haor region (Page-459) (Q)	<ul style="list-style-type: none"> Project for Creating Alternative livelihood 				
14	Livelihood development of Ethnic people of plain land through cooperatives (Page-459) (Q)	<ul style="list-style-type: none"> Project for livelihood development of ethnic people 				
15	Cooperative based Rural Employment Creation through Skill Development of Youth & Women (Page-459) (Q)	<ul style="list-style-type: none"> Project for Rural Employment Creation 				MoLE

SL No.	8 th Five Year Plan Targets (Quantitative or qualitative with page no.)	Action/ Project Theme	Baseline(Year)	Target(2025)	SDG Goal/ Target	Cross-cutting Ministry/Division
16	Introduce modern technology in agricultural cooperatives to increase food production and ensure fair price for small farmers (Page-459) (Q)	<ul style="list-style-type: none"> Introducing modern technology in agricultural cooperatives 				MoA, Department of Cooperative, BRDB
17	Expansion of dairy cooperatives in 61 districts (Page-459) (Q)	<ul style="list-style-type: none"> Expansion of dairy cooperatives 				DoC
18	Establishment of cooperative based agricultural growth centers (Page-459) (Q)	<ul style="list-style-type: none"> Establishment of agricultural growth centers 				MoA, Department of Cooperative,
19	Engaging women in dairy production and to fulfil nutrition demand of women, children and adolescent girls through expansion of dairy cooperatives. (Page-459) (Q)	<ul style="list-style-type: none"> Project for dairy production and to fulfil nutrition demand 				MoWCA
20	Capacity building of cooperatives financial institutions including Bangladesh Cooperatives Bank for ensuring financial discipline (Page-459) (Q)	<ul style="list-style-type: none"> Capacity building of cooperatives financial institutions 				Department of Cooperative
21	Modernization & physical infrastructure development of Bangladesh Cooperative Academy and training institutes (Page-459) (Q)	<ul style="list-style-type: none"> Modernization & physical infrastructure development of Bangladesh Cooperative Academy 				Department of Cooperative
22	Promote livelihood of Marginalized Communities in Cumilla, Chandpur and B-Baria District (Page-460) (Q)	<ul style="list-style-type: none"> Project for marginalized Communities in Cumilla, Chandpur and B-Baria 			1.1, 1.2	BARD
23	Improve livelihood through Rural Micro Enterprise. (Page-460) (Q)	<ul style="list-style-type: none"> Project for Improved livelihood through Rural Micro Enterprise 			1.1, 1.2	BARD
24	Capacity Building of Rural People Through Union Parishad and Village Based Organization after Covid-19 Pandemic (Page-460) (Q)	<ul style="list-style-type: none"> Capacity Building Project of Rural People 				BARD
25	Establish regional academy in Barisal, Chittagong (excluding CHT) and Sylhet division to promote the livelihood for the people of coastal, haor and char land area. (Page-460) (Q)	<ul style="list-style-type: none"> Establishment of regional academy in coastal, haor and char land area 				BARD
26	Establish a new academy in Jashore to disseminate the RDA developed model for poverty reduction in Southern Part of Bangladesh and attaining the Sustainable Development Goals (SDGs). (Page-460) (Q)	<ul style="list-style-type: none"> Establishment of a new academy to disseminate the RDA developed model 				RDA, BAPARD
27	Conduct action research on Sustainable Livelihood Development (P 461) (Q)	<ul style="list-style-type: none"> Action research on Sustainable Livelihood Development 				RDA, BAPARD
28	Ensure socio-economic Development of Rural Farmers through development and dissemination of cost saving and sustainable agricultural technologies (Page-461) (Q)	<ul style="list-style-type: none"> Project for socio-economic Development of Rural Farmers 			1.1, 1.2	RDA, BAPARD

SL No.	8 th Five Year Plan Targets (Quantitative or qualitative with page no.)	Action/ Project Theme	Baseline(Year)	Target(2025)	SDG Goal/ Target	Cross-cutting Ministry/Division
29	Encourage safe Food Production (Page-461) (Q)	<ul style="list-style-type: none"> Project for safe food production 				RDA, BAPARD, MoFood
30	Develop marketing channels for ensuring better prices of rural produces (Page-461) (Q)	<ul style="list-style-type: none"> Develop marketing channels 				RDA, BAPARD, MoC
31	Ensure adaptation of rural livelihoods with Climate Changes. (Page-461) (Q)	<ul style="list-style-type: none"> Preparing adaptation plan for Climate Changes 				RDA, BAPARD, MoEFCC
32	Assess the impact of Covid-19 pandemic on rural economies and find the way out (Page-461) (Q)	<ul style="list-style-type: none"> Projects to overcome the impact of Covid-19 pandemic on rural economies 				RDA, BAPARD
33	Reduce poverty and inequality in rural economy (Page-461) (Q)	<ul style="list-style-type: none"> Project for reduce poverty and inequality in rural economy 			1-1, 1-2	RDA, BAPARD
34	Ensure inclusive rural development (Page-461) (Q)	<ul style="list-style-type: none"> Project for inclusive rural development 				RDA, BAPARD
35	Prepare for combating adverse impact of disaster in rural areas (Page-461) (Q)	<ul style="list-style-type: none"> Prepare plans for combating adverse impact of disaster 			1-5	RDA, BAPARD, MoDMR
36	Develop sustainable rural development models and on other crucial areas of rural development. (Page-461) (Q)	<ul style="list-style-type: none"> Develop sustainable rural development models 				RDA, BAPARD
37	Create employment opportunities and income generating activities of small and marginal farmers through access to microcredit, capital formation through small savings, and market linkages. (Page-461) (Q)	<ul style="list-style-type: none"> Project to create employment opportunities and income generating activities of small and marginal farmers 			1-1, 1-2	Small Farmers Development Foundation (SFDF)
38	Introduce activities on creation of small entrepreneurs, and self-employment programmes, awareness and skills development of rural youths with special focus on the poor and vulnerable groups in rural areas. (Page-461) (Q)	<ul style="list-style-type: none"> Project to introduce activities on creation of small entrepreneurs 			4-4	Palli Daridro Bimochon Foundation (PDBF)
39	Undertake programmes to form new milk cooperatives; to alleviate poverty through cow rearing, milk collection, processing and distribution and to women empowerment by off-farm activities. (Page-461) (Q)	<ul style="list-style-type: none"> Projects to form new milk cooperatives 			1-1, 1-2	Milk Producers' Cooperative Union Limited (MilkVita) MoWCA
40	A GIS based database system will be established at RDCCD to providing reliable information on rural economy and its development status. (Page-462) (Q)	<ul style="list-style-type: none"> Prepare GIS based database system for RDCCD to providing reliable information on rural economy and its development status 				ICTD

Ministry of Chittagong Hill Tracts Affairs (MoCHTA)

Sl No.	8 th Five Year Plan Targets (Quantitative or qualitative with Page no.)	Action/ Project Theme	Baseline (Year)	Target (2025)	SDG Goal/ Target	Cross-cutting Ministry/Division
1	Ensuring alternative farm and non-farm-based livelihoods for the ethnic communities of the CHT. (Page 773) (Q) ³	<ul style="list-style-type: none"> Farm and non-farm-based livelihoods project for the ethnic communities 	10% HHs	80%	1	MOA, RDCC
2	Protecting ethnic communities of the CHT from hazards caused by climate change and other natural calamities. (Page 773) (Q) ⁴	<ul style="list-style-type: none"> Protecting ethnic communities from climate change and natural calamities. 	30% HHs	70%	13	MEFCC
3	Formulating a perspective Plan for the development of the CHT through a consultation process with key stakeholders. (Page 773) (Q)	<ul style="list-style-type: none"> Formulating a perspective Plan for Development of CHT 	Nil	1	1-17	GED
4	Implementing the UN Declaration on the Rights of Indigenous Peoples 2007 and ratifying the ILO Convention 169. (Page 775) (Q) ⁵	<ul style="list-style-type: none"> Formulating an implementation plan for the UN Declaration on Rights of Indigenous Peoples and ratifying the ILO Convention 			8	MOLE
5	Ensuring full implementation of the CHT treaty signed in 1997. (Page 775) (Q) ⁶	<ul style="list-style-type: none"> Formulating an implementation plan for CHT treaty 	48 sections	60	16	
6	Enacting the rules of the CHT land disputes resolutions. (Page 775) (Q)	<ul style="list-style-type: none"> Formulating an implementation plan enacting the rules of the CHT land disputes 			9 16	MOL
7	Completing a land survey in consultation with the key stakeholders as per the provisions of the CHT Peace Accord. (Page 775) (Q)	<ul style="list-style-type: none"> Project for and survey in consultation with the key stakeholders as per the provisions of the CHT Peace 	Nil	1	16	MOL
8	Formulating an appropriate land policy which can deal with land disputes involving ethnic groups and a secure land tenure system will be introduced. (Page 775) (Q)		Nil	1	16	MOL
9	Providing appropriate training and support for developing vocational skills and knowledge. (P 775) (Q) ⁷	<ul style="list-style-type: none"> Capacity development project for vocational skills and knowledge 	0	3500	4	NSDA, MoLE
10	Formulating a national language policy to safeguard the languages of ethnic peoples. (Page 775) (Q)	<ul style="list-style-type: none"> Formulating a national language policy 			4	MOCA, MoPME
11	Ensuring the establishment of residential primary and secondary schools for children of extremely poor parents in remote and inaccessible area of the CHT. (Page 776) (Q)	<ul style="list-style-type: none"> Establishment of residential primary and secondary schools for children of extremely poor parents 			4	MPME, SHED
12	Expanding multilingual education for tribal students at primary school level. (Page 776) (Q)	<ul style="list-style-type: none"> Expanding multilingual education for tribal students 			4	MPME, SHED
13	Developing proper market infrastructure and rural road. (Page 776) (Q)	<ul style="list-style-type: none"> Development of proper market infrastructure 		25		LGD, HDCS

SI No.	8 th Five Year Plan Targets (Quantitative or qualitative with Page no.)	Action/ Project Theme	Baseline (Year)	Target (2025)	SDG Goal/ Target	Cross-cutting Ministry/Division
14	Encouraging the ecotourism and community-based tourism as a means of income generation for the local people. (Page-776) (Q)	<ul style="list-style-type: none"> Project for ecotourism and community-based tourism 	0	2	5	MoCAT
15	Increasing the supply of electricity through the national grid in different upazilas of the Chittagong Hill Tracts. (Page-776) (Q)8	<ul style="list-style-type: none"> Ensuring supply of electricity through the national grid 	34%	100%	9	PD
16	Taking measures for the expansion of micro credit distribution activities and technical training among the poor. (Page-776) (Q)	<ul style="list-style-type: none"> Expansion of micro credit distribution activities 		1500	1	FD
17	Taking measures to protect wildlife and biodiversity. (P 777) (Q)	<ul style="list-style-type: none"> Protecting wildlife and biodiversity 				MOEFCC
18	Ensuring the election and management of the Hill Districts Councils following the Hill District Council Act, 1989. (Page-777) (Q)	<ul style="list-style-type: none"> Management of the Hill Districts Councils 			16	Policy Issue
19	Ensuring the representatives of the ethnic groups included in development projects undertaken in their areas. (Page-777) (Q)	<ul style="list-style-type: none"> Capacity building of representatives of the ethnic groups 				Already done

Annex-III

Monitoring and Evaluation Framework

Annex-III: Monitoring and Evaluation Framework (Sub Sector: Local Government)

Thematic Category/ Thematic Area	1	2	3	4	5	6	7	8	9	10
		Action	Indicator	Baseline (Year)	Status	Target (2025)	Target (2030)	Target (2041)	Responsible Agency	Assumptions
Rural Road Connectivity		<ul style="list-style-type: none"> • Continue to repair, maintain, improve and expand existing roads on a priority basis • Combining inland water transport with the existing road transport system as well as ensuring a healthy road alignment. • Priority to regional transport connectivity • Reducing maintenance frequency and thereby recurring cost of roadways, utmost attention should be given to make road infrastructure durable. • Develop middle-income enabled quality infrastructures with high-speed mobility facilities. • Construction of bridges/culverts • Reconstruction of bridges/culverts • Improvement of the Upazila Road • Double lane/Widening/Up gradation/Rehabilitation of selected Upazila /Union Roads that needs up-gradation being used by a large number of commercial vehicles • Improvement of the selected Union Road. • Improvement of prioritized Village Road • Re-construction/Double lane of Bridges and Culverts on Upazila Road, Union Roads being used by a large number of commercial vehicles • Construction of Bridges and Culverts on Upazila Road, Union Roads 	Proportion of the rural population who live within 2 km of an all-season road	LGED, 2016	83.45%	90%	95%	99%	LGED	Lead: LGED

Thematic Category/ Thematic Area	1	2	3	Baseline (Year)	Status	Target (2025)	Target (2030)	Target (2041)	Responsible Agency	Assumptions
		<ul style="list-style-type: none"> Construction of Bridges and Culverts on prioritized Village Road Development of Growth Centres and Rural Markets Construction of all remaining Union Parishad Complexes Extension of Upazila Complexes Construction and rehabilitation of Cyclone Shelters and killas Periodic and Routine maintenance of Paved and Herring Bone Bond (HBB) roads & structures on rural roads Coordinate the Roads, Railway and inland water cargo linkages to strengthen the performance of Chittagong Port and the competitiveness of the manufacturing sector. 		4	5	6	7	8	9	10
Safe Drinking Water	<ul style="list-style-type: none"> Ensuring safe water facilities for all through the development of different water supply options Development of different water supply options in affected areas Continue with hydrological and hydro-geological investigation for ground and surface water Modern water management technology to be promoted to enhance irrigation efficacy and water productivity through optimal use of available water resources 		Proportion of population using safely managed drinking water services	MICS 2019	National: 42.6% Urban: 37.9% Rural: 44.0%	75%	85%	99%	WASA, DPHE	Lead: LGD
Sanitation and Hygiene	<ul style="list-style-type: none"> Ensuring sanitation facilities for all through the development of different sanitation options Sustaining & replication of Total Sanitation Campaign with a variety of water supply initiatives. Ensuring sanitation facilities in the hydro-geologically difficult and problematic areas Ensuring safe sanitation facilities for all through the development and upgradation of different sanitation options Increase access to sanitation facilities to all rural people. 		Proportion of population using safely managed sanitation services	MICS 2019	National: 64.4% Urban: 64.7% Rural: 64.3%	80%	85%	99%	WASA, DPHE	Lead: LGD
Solid Waste Management	<ul style="list-style-type: none"> Ensuring cities are sustainable and more efficient with promotion of environment friendly activities in development of interventions. 		Percentage of urban solid waste regularly collected	MICS 2019	63.2%	75	80%	95%	Local Government	Lead: LGD

Thematic Category/ Thematic Area	1	2	Indicator	Baseline (Year)	Status	Target (2025)	Target (2030)	Target (2041)	Responsible Agency	Assumptions
Improvements of Urban Slums		<ul style="list-style-type: none"> Improvement of Slums: All relocation/resettlement of dwellers of untenable slums/informal settlements should be implemented in accordance with the Resettlement guidelines as prepared. Improve inclusive housing and other civic services for urban inhabitants including for people living in informal settlements and slums Improving sanitation services ensuring sanitation facilities for city dwellers by increasing the existing coverage. Increasing the existing coverage of drainage system. Basic leases should be used along with group tenure arrangements, whereby block is registered under a lease agreement to the group or a local authority. Activities involving urban infrastructure contribute to the sustainability of the manufacturing and services sector growths through the urbanization strategy. 	3 Proportion of urban population living in slums, informal settlements or inadequate housing	MICS 2019	5 33%	6 25%	7 20%	8 5%	9 Lead: MoHPW Co-lead: LGED	10

Monitoring and Evaluation Framework (Sub Sector: Rural Development and Cooperatives)

Thematic Category/ Thematic Area	Action	Indicator	Base		Target (2025)	Target (2030)	Target (2041)	Responsible Agency	Assumptions
			Year	Status					
1	2	3	4	5	6	7	8	9	10
Rural Development	Special attention to further closing the gap between the rich and the poor in accessing basic services with special focus on the bottom 20 percent where the gap is the highest	Number of formal co-operatives newly registered	2019	4192020	4714000	5231684	6267052	DOC	Lead: CD Co-Lead: RD/CD
Co-operatives Activities enhancement	Promote cooperative activities in production and financial resource pooling;	Number of informal groups developed	2019	1420619	11459303	21490438	41552708	DOC, BRDB, BARD, RDA, BAPARD, SFDF, PDBF, MILK VITA	Lead: CD Co-Lead: RD/CD
Rural Development	Special attention to further closing the gap between the rich and the poor in accessing basic services with special focus on the bottom 20 percent where the gap is the highest	Number of newly registered Milk and dairy co-operatives	2019	87	170	245	395	MILK VITA	Lead: CD Co-Lead: RD/CD
Rural Development	Special attention to further closing the gap between the rich and the poor in accessing basic services with special focus on the bottom 20 percent where the gap is the highest	Establishment of Bangabandhu Model Village	2019	0	496	992	1984	DOC	Lead: CD Co-Lead: RD/CD
Rural Development	Special attention to further closing the gap between the rich and the poor in accessing basic services with special focus on the bottom 20 percent where the gap is the highest	Creation of Alternative livelihood for the people of Haor region	2019	1860	13875	25425	48525	DOC, BRDB, PDBF	Lead: CD Co-Lead: RD/CD
Rural Service Development	Special attention to further closing the gap between the rich and the poor in accessing basic services with special focus on the bottom 20 percent where the gap is the highest	Livelihood development of Ethnic people of plain land through cooperatives	2019	13000	28000	43000	73000	DOC, BRDB, BARD, RDA, PDBF	Lead: CD Co-Lead: RD/CD
Rural Service Development	Special attention to further closing the gap between the rich and the poor in accessing basic services with special focus on the bottom 20 percent where the gap is the highest	Number of people provided with SME credit	2019	3500	105651	197119	380055	BRDB, BARD, RDA, PDBF	Lead: CD Co-Lead: RD/CD

Annex-IV

Relevant National SDG Action Plan for Five Year Plan Local Government Division (LGD)

Annex-IV: Relevant National SDG Action Plan for Five Year Plan (Local Government Division)

Sustainable Development Goal and associated Targets	Lead Ministries/ Divisions	Associate Ministries/ Divisions	Actions to achieve the SDG targets within FYP	Existing Policy Instrument (Acts/ Policies/ Strategies etc.)	Proposed Global Indicators for Performance Measurement
3-9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	Lead: MoEF	MoHFW; MoLE; SID	<ul style="list-style-type: none"> Expanding air quality management activities, focusing on gross diesel polluters, and the extension of air quality monitoring to major cities; Strict enforcement to control dust and other emissions at the construction site; Strict enforcement of Brick Kiln; Act 2013 for phasing out of traditional brick Kiln; Introduce cleaner fuel & transport standards to achieve environmental sustainability; Facilitate greater investment in public, mass transit options for cities. 		3-9.1 Mortality rate attributed to household and ambient air pollution
	Lead: LGD	MoHFW; MoEF; MoInf; MoPME	<ul style="list-style-type: none"> Protecting surface water resource base of greater Dhaka; Encouraging future industrial development only in designated industrial development zones; Drainage rehabilitation of Dhaka city through excavation of canals; Shifting the dependence on water supply from groundwater to surface water, with improvement in surface water quality. 		3-9.2 Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe Water, Sanitation and Hygiene for All (WASH) services)
	Lead: MoHFW	MoInf; MoRA			3-9.3 Mortality rate attributed to unintentional poisoning
3-d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks	Lead: MoHFW Co-Lead: LGD	ERD; MoFA; MoInf; MoInd	<ul style="list-style-type: none"> In-service training for continuous and essential component of HNP sector development programs for capacity development of the health work force; Government will conduct a number of programmes to strengthen human resources; Conduct proper Planning, Monitoring and Evaluation inclusive of governance and stewardship. 		3-d.1 International Health Regulations (IHR) capacity and health emergency preparedness

Sustainable Development Goal and associated Targets	Lead Ministries/ Divisions	Associate Ministries/ Divisions	Actions to achieve the SDG targets within FYP	Existing Policy Instrument (Acts/ Policies/ Strategies etc.)	Proposed Global Indicators for Performance Measurement
Target 6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all	Lead: LGD	MoInf; MoPME; MoInd (BAB); SID	<ul style="list-style-type: none"> Ensuring safe water facilities for all through the development of different water supply options; the development of different water supply options in affected areas; Ensuring safe water facilities in the hydro-geologically difficult and problematic areas; Establishment of WSS HRD centre in DPHE to ensure adequate supply of trained and skilled manpower; Establishment of the NAWASIC (National Water Supply & Sanitation Information Centre) in DPHE; Establishment of water quality examination, monitoring and surveillance systems Update and strengthen “Organizational Setup” of DPHE to orient it to support the LGIs. Continue with hydrological and hydro-geological investigation for ground and surface water DPHE has to carry out and look after information management and R&D activities of the WSS sector to support policy making and strategic planning Gradual shift of DPHE from its exclusive role of “Service provider” to the role of “Service provider and Facilitator”. Modern water management technology to be promoted to enhance irrigation efficacy and water productivity through optimal use of available water resources 	National Policy for Safe Water Supply & Sanitation, 1998; National Water Policy 1998; National Water Management Plan 2004; National Policy for Arsenic Mitigation & Implementation Plan, 2004; National Sanitation Strategy, 2005; Pro-Poor Strategy for Water and Sanitation Sector, 2005; National Strategy for Water and Sanitation Hard to Reach Areas of Bangladesh, 2011; Bangladesh Water Act 2013;	6.1.1 Proportion of population using safely managed drinking water services
6.b Support and strengthen the participation of local communities in improving water and sanitation management	Lead: LGD	MoPA; AWRRID; LGD; MoWR	<ul style="list-style-type: none"> Local Government will be charged to expand the role of citizen committees and strengthening participation of citizens from different groups Creation of water reservoir/ rain water harvesting in rain fed/coastal/hilly areas to be encouraged, Ensured implementation of provisions of community participation under the Social Forestry Rules, Water Management Policy, Forestry Sector Policy, WATSAN Policy and so on. Community participation in relevant associations and groups would be ensured and monitored 		6.b.1 Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management

Sustainable Development Goal and associated Targets	Lead Ministries/ Divisions	Associate Ministries/ Divisions	Actions to achieve the SDG targets within FYP	Existing Policy Instrument (Acts/ Policies/ Strategies etc.)	Proposed Global Indicators for Performance Measurement
6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations	Lead: LGD	MoE; MoInf; MoPME; MoWCA; PMO; MoF; MoHFW; MoEF; SID	<ul style="list-style-type: none"> Ensuring sanitation facilities for all through the development of different sanitation options Sustaining & replication of Total Sanitation Campaign with a variety of water supply initiatives. Ensuring sanitation facilities in the hydro-geologically difficult and problematic areas Ensuring safe sanitation facilities for all through the development and up-gradation of different sanitation options Increase access to sanitation facilities to all rural people. 	<ul style="list-style-type: none"> National policy for safe water supply and sanitation 1998 (WSS policy) National sanitation strategy 2005 Sector Development Plan (2011- 2025), Water Supply and Sanitation Sector. Pro-poor strategy for water and sanitation sector in Bangladesh 2005 	6.2.1 Proportion of population using safely managed sanitation services, including a hand- washing facility with soap and water
6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally	Lead: LGD Co-Lead: MoEF	MoInd; MoFA; MoTJ; MoF; MoWR; MoS	<ul style="list-style-type: none"> Urban areas need integrated water treatment and efficient water supply facilities. Shifting the dependence on water supply from groundwater to surface water with improvement in surface water quality. Construction, operation and maintenance of water treatment plants, water abstraction facilities and water distribution system for providing drinking water to completed by 2018 Conversion of nationally important highways into fourpublic, industries and commercial organizations. 	Participatory Water Management Regulations (2014)	6.3.1 Proportion of wastewater safely treated
9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	Ditto	Ditto	Ditto	<ul style="list-style-type: none"> Bangladesh National Building Code (BNBC); Bangladesh Public Private Partnership Act 2015; Bangladesh Accreditation Act 2006; Road Master Plan (2010-30); Integrated Multi-Modal Transport Policy 2013 	6.3.2 Proportion of bodies of water with good ambient water quality 9.1.1 Proportion of the rural population who live within 2 km of an all-season road

Sustainable Development Goal and associated Targets	Lead Ministries/ Divisions	Associate Ministries/ Divisions	Actions to achieve the SDG targets within FYP	Existing Policy Instrument (Acts/ Policies/ Strategies etc.)	Proposed Global Indicators for Performance Measurement
			<ul style="list-style-type: none"> • Sheikh Mujib International Airport. • Feasibility study for construction of a road-rail tunnel underneath the river Jamuna. • Strengthen Fleet capacity while making Biman a profitable organisation by improving its management and enhancing the capacity of passenger transport. • The development of a balanced 3R (Rail, River & Road) based multimodal transport infrastructure system. • Timely completion of critical transport links (roads, bridges, railways and river waterways) related to regional and multiregional connectivity. • Combining inland water transport with the existing road transport system as well as ensuring a healthy road alignment. • Priority to regional transport connectivity • Reducing maintenance frequency and thereby recurring cost of roadways, utmost attention should be given to make road infrastructure durable. • Develop middle-income enabled quality infrastructures with high-speed mobility facilities. • Emphasis should be given to build necessary access control infrastructures as well as to enforce different conflicting usages of right of way (r.o.w.) throughout the transport corridor. • Construction of 300 km four lane roads • Construction of 340 km roads other than four lane Improvement/ Rehabilitation of 2,500 km roads • Construction of 7,000 meter Flyover/Overpass • Construction of 14,800 meter bridges/culverts • Reconstruction of 6,800 meter bridges/culverts • Improvement of the Upazila Road (5000 Km). • Double lane/Widening/ Up gradation/Rehabilitation of selected Upazila /Union Roads that needs up-gradation being used by a large number of commercial vehicles (10000 Km) • Improvement of the selected Union Road. (8000 Km) • Improvement of prioritized Village Road (12000 Km) • Re-construction/Double lane of Bridges and Culverts on Upazila Road, Union Roads (12000 Meter) being used by a large number of commercial vehicles • Construction of Bridges and Culverts on Upazila Road, Union Roads (140000 Meter) • Construction of Bridges and Culverts on prioritized Village Road (50000 M) 		

Sustainable Development Goal and associated Targets	Lead Ministries/ Divisions	Associate Ministries/ Divisions	Actions to achieve the SDG targets within FYP	Existing Policy Instrument (Acts/ Policies/ Strategies etc.)	Proposed Global Indicators for Performance Measurement
<p>11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p>	<p>Lead: LGD; Co-Lead: MoHPW</p>	<p>AWRRRID; CED; IED; MoEF; PID; Prog. Div.; SEID; RDCD</p>	<ul style="list-style-type: none"> • Development of Growth Centres and Rural Markets 1200 Nos • Construction of all remaining Union Parishad Complexes (1900 Nos) • Extension of Upazila Complexes (400 Nos) • Construction and rehabilitation of Cyclone Shelters and killas (1238 Nos) • Land Use Planning and Management Project in the Upazilas of Bangladesh • Periodic and Routine maintenance of Paved and Herring Bone Bond (HBB) roads & structures on rural roads • Coordinate the Roads, Railway and inland water cargo linkages to strengthen the performance of Chittagong Port and the competitiveness of the manufacturing sector. 		<p>11.a.1 Proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs, by size of city</p>
<p>11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels</p>	<p>Lead: LGD; Co-Lead: MoDMR</p>	<p>AWRRRID; MoEF; MoHA; MoFA; MoHPW</p>	<ul style="list-style-type: none"> • Undertake responsibility for planning and implementing a wide range of infrastructure provision in urban and peri-urban areas. • Development of Growth Centre Urban centres in selected Upazilas of Bangladesh-300 Nos • Implementation of the disaster related programmes/projects undertaken due to adverse impacts of climate change. • Approval, administration and monitoring of safety net programmes. • Construction and Maintenance of small bridges/culverts, multi-purpose disaster shelters, cyclone shelters, flood shelters with a view to eliminating/reducing disaster risks. • Establish, strengthen and improve the national disaster response mechanism. 	<p>Disaster Management Act 2012; Climate Change Trust Act 2010; National Adaptation Programme of Action (NAPA) 2005;</p>	<p>11.b.1 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030</p>

Sustainable Development Goal and associated Targets	Lead Ministries/ Divisions	Associate Ministries/ Divisions	Actions to achieve the SDG targets within FYP	Existing Policy Instrument (Acts/ Policies/ Strategies etc.)	Proposed Global Indicators for Performance Measurement
	Lead: MoDMR	LGD			11.b.2 Number of countries with national and local disaster risk Reduction strategies
6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	Lead: LGD; Co-Lead: MoA Co-Lead: MoInd	MoS; MoWR; MoFA;	<ul style="list-style-type: none"> Monitor, control and prevent environmental pollution and degradation related to water Undertake environmental assessment Implementation of emission, effluent and waste management strategy Expansion of small scale irrigation technology and surface water for irrigation Implement Water Act 2013 Implement programmes of BDP 2100 Design and implement different Water Management Programme programme for dry season irrigation coverage efficient use of irrigation water increase surface water use for irrigation limit ground water use for irrigation 		6.4.1 Change in water-use efficiency over time
	Ditto	Ditto	Ditto		6.4.2 Level of water stress: freshwater withdrawal as a proportion of available freshwater resources
11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	Lead: LGD	MoEF; MoInd; PD	<ul style="list-style-type: none"> Ensuring cities are sustainable and more efficient with promotion of environment friendly activities in development of interventions. Disseminate newly developed technologies and building materials which will be agriculture and environment friendly, disaster resilient and affordable. On a pilot basis, steps should be taken for construction of 75 low cost multi- storeyed residential building at different villages during the 7th Plan period. 	Bangladesh Environment Conservation Act, 1995, amended in 2002 and 2010; Environment Conservation Rules; Environment Policy 1992; National 3R Strategy for Waste Management;	11.6.1 Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities
	Ditto	Ditto	Ditto		11.6.2 Annual mean levels of fine particulate matter (e.g. PM2.5 and PM10) in cities (population weighted)

Sustainable Development Goal and associated Targets	Lead Ministries/ Divisions	Associate Ministries/ Divisions	Actions to achieve the SDG targets within FYP	Existing Policy Instrument (Acts/ Policies/ Strategies etc.)	Proposed Global Indicators for Performance Measurement
11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities	Lead: LGD	MoEF; MoHPW; MoL; MoSW; MoWCA	<ul style="list-style-type: none"> In urban and peri-urban areas the government should preferably not transfer land in freehold to occupants, rather choose leases as the instrument for granting tenure for publicly-owned land and especially local authority land; Leases with various conditions of title should be utilized and this may vary according to the capacity of the authority, the urban area and the residents; Implementation of the revised Master Plan of Urban Local Bodies 		11.7.1 Average share of the built-up area of cities that is open space for public use for all, by sex, age and persons with disabilities
11.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment	Lead: MoWCA	MoHA; MoLE; SID	<ul style="list-style-type: none"> Multipronged actions are essential to curb violence against women (VAW) including motivation of family, enhancing community support, enforcement of legal provisions, improving women's human capabilities, access to low cost prosecution services and economic self-reliance of women. 		11.7.2 Proportion of persons victim of physical or sexual harassment, by sex, age, disability status and place of occurrence, in the previous 12 months
12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment	Lead: MoEF	LGD; MoA; MoInd; MoHFW; MoTJ			12.4.1 Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their commitments and obligations in transmitting information as required by each relevant agreement
12.5 By 2030, substantially reduce waste generation through prevention, recycling and reuse	Lead: LGD Co-Lead: MoEF	MoInd; MoST; MoHFW			12.4.2 Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment 12.5.1 National recycling rate, tons of material recycled

Sustainable Development Goal and associated Targets	Lead Ministries/ Divisions	Associate Ministries/ Divisions	Actions to achieve the SDG targets within FYP	Existing Policy Instrument (Acts/ Policies/ Strategies etc.)	Proposed Global Indicators for Performance Measurement
16.9 By 2030, provide legal identity for all, including birth registration	Lead: LGD Co- Lead: EC	CD; SID	<ul style="list-style-type: none"> The Municipal Corporations and Pourashavas will be mobilized to register all births. 		16.9.1 Proportion of children under 5 years of age whose births have been registered with a civil authority, by age

Relevant National SDG Action Plan for Five Year Plan (Rural Development and Cooperatives Division)

Sustainable Development Goal and associated Targets	Lead Ministries/ Divisions	Associate Ministries/ Divisions	Actions to achieve the SDG targets within FYP	Existing Policy Instrument (Acts/ Policies/ Strategies etc.)	Proposed Global Indicators for Performance Measurement
1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including	Lead: CD Co-Lead: RD/CD	BFID (BB); FD; ICTD; LJD; LPAD; LGD; MoA; MoEF; MoFL; MoL; MoWR; MoYS; MoEWOE; MoWCA; MoInd; MoCHTA; MoLWA; SID	<ul style="list-style-type: none"> Special attention to further closing the gap between the rich and the poor in accessing basic services with special focus on the bottom 20 percent where the gap is the highest. 		1.4.1 Proportion of population living in households with access to basic services
	Ditto	Ditto	<ul style="list-style-type: none"> The Digital land market reforms will enhance public access to land records, transparent land transactions and efficient collection of land revenue through modernization of all land records. Marginalized citizens will be allowed to establish their legal rights on khas land through transparent distribution mechanism. 		1.4.2 Proportion of total adult population with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land as secure, by sex and by type of tenure.

Annex-V

References

Annex-V: References

- Finance Division (2020), Bangladesh Climate Fiscal Framework, Ministry of Finance, Climate Fiscal Framework
- GED (2012), Perspective Plan of Bangladesh 2010-2021: Making Vision 2021 a Reality, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2012), Public Expenditure for Climate Change: Bangladesh Climate Public Expenditure and Institutional Review, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2012), Public Expenditure for Climate Change: Bangladesh, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2013), Building Strategy for Climate Mainstreaming: A Strategy for Public Sector Planning Professionals, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2013), Capacity Building Strategy for Climate Mainstreaming: A Strategy for Public Sector Planning Professionals, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2013), First Implementation Review of the Sixth Five Year Plan, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2013), National Sustainable Development Strategy (2010-2021), General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2014), An Indicator Framework for Inclusive and Resilient Development, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2014), Revealing Changes: An Impact Assessment of Training on Poverty-Environment Climate-Disaster Nexus, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2015), National Social Security Strategy (NSSS) of Bangladesh, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2015), Seventh Five Year Plan, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2016), A Handbook on Mapping of Ministries by Targets in the implementation of SDGs aligning with 7th Five Year Plan, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2017), Data Gap Analysis for Sustainable Development Goals (SDGs): Bangladesh Perspective, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2017), Environment and Climate Change Policy Gap Analysis in Haor Areas, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2017), SDGs Financing Strategy: Bangladesh Perspective, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh

- GED (2018), Bangladesh Delta Plan 2100: Bangladesh in the 21st Century, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2018), Journey with SDGs, Bangladesh is Marching Forward (Prepared for 73rd UNGA Session, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh)
- GED (2018), Monitoring and Evaluation Framework of Sustainable Development Goals (SDGs): Bangladesh Perspective, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2019), Bangladesh Delta Plan 2100: Baseline Studies, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2019), Implementation Review of the Perspective Plan 2010-2021, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2019), Mid-term Implementation Review of the Seventh Five Year Plan (FY 2016-FY 2020), General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2020), Eight Five Year Plan, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2020), Perspective Plan of Bangladesh 2021-2041, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2022), A Training Handbook on Implementation of the 8th Five Year Plan, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2022), A Training Handbook on Implementation of the 8th Five Year Plan, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2022), Background Studies for the Second Perspective Plan of Bangladesh, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- GED (2022), Sustainable Development Goals Bangladesh Progress Report, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- MoEF (2008), Bangladesh Climate Change Strategy and Action Plan, Ministry of Environment and Forests, Government of People's Republic of Bangladesh
- GED (2018), National Action Plan of Ministries/Divisions by Targets for the implementation of Sustainable Development Goals, General Economics Division, Planning Commission, Government of People's Republic of Bangladesh
- PD (2022), Sector Strategy Paper, Programming Division, Planning Commission, Government of People's Republic of Bangladesh



Agriculture, Water Resources and Rural Institutions Division
Bangladesh Planning Commission
Government of the People's Republic of Bangladesh