

# **Mid- and Long-term Training Plan for Upazila Parishad Functionaries (2020-2030)**



**Government of the People's Republic of Bangladesh**  
Local Government Division  
Ministry of Local Government, Rural Development and Cooperatives

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## Abbreviations and Acronyms

AAO	Assistant Accounts Officer
ADP	Annual Development Program
AP	annual development plan
BRDB	Bangladesh Rural Development Board
CA	Confidential Assistant
DANIDA	Danish International Development Agency
DC	Deputy Commissioner
DDLG	Deputy Director, Local Government
DPHE	Department of Public Health Engineering
DRT	District Resource Team
EALG	Efficient and Accountable Local Governance
FY	Fiscal Year
FYP	Five-Year Plan
GoB	Government of Bangladesh
JICA	Japan International Cooperation Agency
LGD	Local Government Division
LGED	Local Government Engineering Department
LGIs	Local Government Institutions
MDGs	Millennium Development Goals
MoLGRD&C	Ministry of Local Government, Rural Development and Cooperatives
MoPA	Ministry of Public Administration
NILG	National Institute of Local Government
SDGs	Sustainable Development Goals
SDC	Swiss Agency for Development and Cooperation
TLD	transferred line department
TNA	Training Needs Assessment
ToR	Terms of Reference
ToT	Training of Trainers
UGDP	Upazila Governance and Development Project
UICDP	Upazila Integrated Capacity Development Project
UNO	Upazila Nirbahi Officer
UZGP	Upazila Governance Project
WG	Working Group



## Executive Summary

This *Mid- and Long-term Training Plan for Upazila Parishad Functionaries* (hereafter the “Training Plan”) aims to contribute to the achievement of the mission of Upazila Parishad for 2041 that is set in the *Mid- and Long-term Strategy for Upazila Parishad Governance Improvement* (hereafter the “Strategy”) from the capacity development aspect.

In fact, there have been several initiatives to provide capacity development programs to Upazila functionaries by the GoB and different development partners so far in the past. However, the absence of a national framework for capacity development of Upazila Parishad functionaries makes it difficult to determine the capacity development direction to follow and to design training programs in a harmonized and coordinated way with other concerned stakeholders.

As the only mandated local government capacity building institute of Bangladesh, the National Institute of Local Government (NILG) has been providing training courses in different aspects of local governance also for Upazila functionaries so far. Yet, along with the progress of decentralization from the central government to LGIs over the last years, it is expected that the role of the NILG also change to meet the growing needs of Upazila functionaries in the new era.

Based on these background, this Training Plan was formulated with the purposes of; (1) To define the direction of the capacity development of Upazila functionaries from a mid-and long-term perspectives rather than a single year plan, 2) To clarify the role and responsibility of the NILG in strengthening the capacity of Upazila functionaries, and 3) To identify required training courses for Upazila functionaries, under the initiative of the NILG with the guidance of the Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C).

This Training Plan essentially identifies the training courses required by Upazila functionaries that are to be delivered by the NILG on regular basis during the target period of this Training Plan of July 2020 to June 2030. This Training Plan identifies three target groups of Upazila functionaries, namely; (1) Upazila elected representatives, (2) UNO and Upazila officers of the transferred line departments (TLDs), and (3) CAs to Upazila Parishad Chairman and CAs to UNO. In addition to these three groups, members of District Resource Team (DRT) is also a target of the training program in this Training Plan. DRT is formed at each district and firstly receives ToT from the NILG, and then delivers the training to the Upazilas in the district as trainers. It is noteworthy that the Training Plan suggests introducing DRT mechanism to provide trainings to all the Upazilas with the limited resource of the NILG in a short period. It should also be noted that the Training Plan regards CAs as one of the target groups of the training program.

Upazila Parishad election is conducted every 5 (five) years as stipulated in the Upazila Parishad Election Rules. The training courses to Upazila functionaries are provided in line with this five year of Upazila election cycle on regular basis. This Training Plan shows the roadmap and action plans for the implementation of the training delivery with required budget for each fiscal year until 2030.

Training courses for Upazila functionaries shall be delivered with the overall coordination and management of the NILG with mid- and long-term perspective following the roadmap and action plans. This Training Plan also suggest the measures for the NILG to run the training management cycle more efficiently and effectively.

Though the primary responsible entity of the Training Plan is the LGD, NILG is responsible for the implementation of the Training Plan under the necessary guidance and supervision of the LGD.

## Chapter 1 Introduction

### 1.1. Background

#### 1.1.1. Mid- and Long-term Strategy for Upazila Parishad Governance Improvement

*Mid- and Long-term Strategy for Upazila Parishad Governance Improvement* (hereafter the “Strategy”) has been prepared by the Local Government Division (LGD) of the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C). Its purpose is to clarify the necessary legal and institutional arrangements for Upazila Parishad to deliver public services at the Upazila level through the comprehensive coordination of all Upazila level development activities. It covers areas such as legal and institutional framework, financial management, development planning, monitoring/ evaluation, capacity development and other key similar important areas.

The Strategy sets the mission of Upazila Parishad for 2041 as follows.

##### **Mission of Upazila Parishad for 2041**

Public services delivered at the Upazila level are improved through the comprehensive coordination of all Upazila-level development activities through planned and integrated process of all Upazila-level development activities.

The Strategy sets the seven (7) targets described below to evaluate whether the above mission of Upazila Parishad for 2041 can be achieved. Target 7 mentions the training mechanism for the Upazila Parishad.

##### **Targets**

Target 1	Both horizontal and vertical coordination is ensured by Upazila Parishad.
Target 2	Upazila Committees are well functioning, and contributing to better coordination with transferred line departments.
Target 3	Upazila Parishads prepare both Five-Year Plans and annual development plans.
Target 4	Citizens’ views are properly reflected to Upazila Parishads’ budget as well as development plans (both Five-Year Plans and annual development plans).
Target 5	Budget and annual financial statement are properly prepared in accordance with the relevant laws and guidelines.
Target 6	Activities of Upazila Parishads are properly monitored by the concerned wing of LGD.
<u>Target 7</u>	<u>Training mechanism that covers all Upazila Parishads is established and implemented.</u>

The Strategy sets indicators to confirm whether the targets are achieved. The indicators for Target 7 are set as follows.

##### **Indicators for the Target 7**

7-1.	NILG establishes the training mechanism that covers all Upazila Parishads and LGD approves the mechanism.
7-2.	All Upazila Parishads receive the necessary training from the GoB.

The Strategy also sets the six (6) strategic components as follows: 1) Legal Framework, 2) Institutional Strengthening, 3) Development Planning, 4) Financial Management, 5) Monitoring and Evaluation, and 6) Capacity Development. The Strategic Component 6: “Capacity Development” sets the components for the capacity development of Upazila Parishads stakeholders as shown in the table below.



**Table 1: Strategic Component 6: Capacity Development of the Strategy**

<b>Strategic Component 6: Capacity Development</b>	
(1) Capacity development of Upazila elected representatives and other stakeholders	6-1. Develop a capacity development framework for Upazila Parishad, and widely disseminate it to all training institutions.
	6-2. Provide basic training to all Upazila elected representatives and other stakeholders, and refresher training at the District levels.
(2) Capacity development of NILG and other training institutions	6-3. Strengthen the capacity of NILG as the key training institutions responsible for training to LGIs. <ul style="list-style-type: none"> <li>• Institutional strengthening of NILG</li> <li>• Training program improvement</li> <li>• Arrangement to provide necessary training as many Upazila Parishads as possible</li> <li>• Facility improvement</li> </ul>
	6-4. Formulate the Mid- and Long-Term Training Plan.
(3) Exploring feasible options for increasing the coverage of training	6-5. Explore practical ways to increase the training coverage of Upazila Parishad elected representatives and other key stakeholders. <ul style="list-style-type: none"> <li>• Certification system in which trainers of training institutions and NGOs are trained and certified to provide training to Upazila functionaries</li> <li>• District Resource Teams (DRTs) who will provide training to Upazila functionaries</li> <li>• A short training as an overall orientation to all Upazila elected representatives</li> <li>• Introduction of e-learning system utilizing ICT for LGIs' stakeholders to acquire basic knowledge and information</li> </ul>

This Mid- and Long-term Training Plan for Upazila Parishad Functionaries (hereafter the “Training Plan”) shall contribute to the achievement of the mission of Upazila Parishad for 2041 that is set in the Strategy from the capacity development aspect. The Training Plan provides the practical measures to achieve the Strategic Components 6: Capacity Development of the Strategy.

NILG formulated its Training Policy and Training Strategy for all the tiers of LGIs and submitted it to the LGD in 2019. This Training Plan that targets Upazila functionaries is placed as a lower level document of them and contributes also to the achievement of the Training Policy and Training Strategy by indicating the direction of the capacity development especially for Upazila functionaries.

## **1.2. Purpose of the Training Plan**

The Training Plan aims to indicate practical directions and actions to be undertaken by the stakeholders for the capacity development of Upazila functionaries to achieve the Strategic Components 6: Capacity Development of the Strategy. The Training Plan situates the National Institute of Local Government (NILG), which is the sole government training institution established to build the capacity of local government institutions (LGIs), as the responsible body to provide regular training programs to Upazila functionaries under the guidance and supervision of the LGD.

The purposes of the Training Plan are as follows:

#### **Purposes of the Training Plan**

- To define the direction of the capacity development of Upazila functionaries from a mid-and long-term perspectives rather than a single year plan.
- To clarify the role and responsibility of the NILG in strengthening the capacity of Upazila functionaries.
- To identify required training courses for Upazila functionaries.

### **1.3. Basic Framework of the Training Plan**

#### **1.3.1. Training Targets**

To provide training programs effectively and efficiently, target Upazila functionaries are separated into following three (3) groups.

- Upazila elected representatives
- UNO and Upazila officers of the transferred line departments<sup>1</sup> (TLDs)
- CAs<sup>2</sup> to Upazila Parishad Chairman and CAs<sup>3</sup> to UNO

In addition to the above three groups, members of the District Resource Team (DRT) is also a target of the training in this Training Plan. DRT is formed at each district to deliver the training to Upazila functionaries at district HQ. DRT shall firstly receive ToT from the NILG, and then deliver the training to the Upazilas in the District as trainers<sup>4</sup>.

Article 15 (3) of the Upazila Parishad Act amended in 2011 stipulates that all Upazilas shall have an Assistant Account Officer (AAO). It seems that AAOs are expected to play a critical role in a Upazila in the area of financial management and accounting, and it is worth considering a training program for them. However, as it is difficult to anticipate when they would be recruited by the government and then deployed to Upazilas during the period of formulation of this Training Plan. Therefore, the Training Plan does not deal with the training program for AAOs. Once the plan of the recruitment and the deployment of AAOs is announced and known to everyone, NILG should then begin the consideration of the inclusion of AAOs as one of the targets of the training for Upazila functionaries without delay in consultation with the LGD.

#### **1.3.2. Scope**

Until today, there is no training program covering all the Upazilas on a consistent basis by the GoB, and considering this, it should be regarded as an urgent issue as to how to make NILG provide such a regular training program to Upazila functionaries with its own budget as the apex training institution which is

<sup>1</sup> 17 transferred line department officers are; 1) Upazila Youth Development Officer, 2) Upazila Nirbahi Officer, 3) Upazila Fisheries Officer, 4) Upazila Livestock Officer, 5) Upazila Health and Family Welfare Officer, 6) Upazila Family Planning Officer, 7) Upazila Women Affairs Officer, 8) Upazila Education Officer, 9) Upazila Engineer of the Local Government Engineering Department, 10) Assistant/Sub-Assistant Engineer of Department of Public Health Engineering Department, 11) Upazila Rural Development Officer, 12) Upazila Cooperative Officer, 13) Upazila Agriculture Officer, 14) Project Implementation Officer, 15) Upazila Social Welfare Officer, 16) Upazila Secondary Education Officer, 17) Upazila Environment and Forestry Officer.

<sup>2</sup> Official title is “Stenotypist cum Computer Operator”. Since the position is commonly known as CA (Confidential Assistant), this Training Plan uses “CA” to mention the position.

<sup>3</sup> Though several staff may work at a UNO’s office with different titles, it mentions a staff working under UNO regardless of his/her official title. UNO may appoint one of staff who receives the training if there are some staff working under UNO.

<sup>4</sup> The detail of the mechanism of DRT is mentioned later.

responsible for the capacity building of all the LGIs including Upazila under LGD (as mandated by the National Institute of Local Government Act, 1992). Therefore, this Training Plan essentially identifies the training courses required by Upazila functionaries that are to be delivered regularly by the NILG keeping in view of the mid- and long-term perspectives. Technical or sector-specific training programs that may be provided by other training institutions are outside the scope of this Training Plan.

This Training Plan also specifies the training delivery mechanism for the identified training courses to be delivered regularly in a sustainable manner with a clearly laid down roadmap and action plans for the NILG.

### **1.3.3. Target Period**

The target period for the implementation of this Training Plan is between July 2020 and June 2030. The contents of the Training Plan may be amended flexibly according to the changes of the circumstances and based the policy priorities of the GoB. As the target period of the Strategy is from July 2019 to June 2041, it is recommended that another Training Plan for the next decade is prepared in 2030 as the replacement of this Training Plan.

Annual Training Schedule of the NILG should be prepared based on this Training Plan.

### **1.3.4. Responsible Entity**

The primary responsible entity of the Training Plan is the LGD. NILG is responsible for the implementation of the Training Plan under the necessary guidance and supervision of the LGD. The progress of the implementation of the Training Plan will be monitored by the Strategy Implementation Committee that is established in the LGD to monitor the progress of the implementation of the Strategy<sup>5</sup>.

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<sup>5</sup> WG for the Implementation of the Training Plan established in the NILG shall report the progress of the implementation of the Training Plan to the Strategy Implementation Committee. The detail is described in the Chapter 4.

## **Chapter 2 Situation Analysis**

### **2.1. Overview of the Capacity Development of Upazila Functionaries**

Elected representatives of a Upazila Parishad and its functionaries, particularly government officers of the transferred line departments are basically entrusted to work for the development of Upazila as a whole. There are increasing expectations to their performance and ability to respond more efficiently and effectively to the development needs of the citizens of the Upazila through the coordination with other stakeholders in complex and challenging environment. Thus, the capacity development of elected representatives as well as officers of transferred line departments is a crucial important and urgent issue.

However, training of those personnel is still inadequate and there is a lot of room for improvement in the training system. There is no regular training for Upazila functionaries and irregular training opportunities are made available to them mainly through government projects with support of the development partners and occasionally some training programs are organized by some government training institutions. In the absence of a mid- and long-term comprehensive training plan of the government for Upazila functionaries, such projects and government training institutions need to determine training areas and trainees based on their respective need assessment and expertise of their own. They also need to consider project objectives and design, and financial and human resources available to them without enough coordination with other stakeholders in most cases. Consequently, training is generally provided on an ad-hoc basis and on a limited scale in terms of duration and coverage of trainees without considering the real needs at the field situation and the sustainability of the training program.

### **2.2. Capacity Development Initiatives for Upazila Functionaries to Date**

There is a commonly held view that it is important to develop the capacity of elected representatives and other functionaries who are the key resources of Upazila for ensuring good governance. Keeping this realization in mind, several initiatives aiming at the capacity development and improvement of good governance at the Upazila level have been implemented by the GoB in collaboration with some development partners in recent years in Bangladesh.

In the recent past, the Upazila Governance Project (UZGP) (2011-2017) supported by the UNDP and others demonstrated the successful implementation of enhanced ADP in several pilot Upazilas. It also initiated overall capacity development for Upazila Parishad members and key transferred line department officers and supported formulation and implementation of Upazila long-term development plans. It aimed to strengthen Upazila Parishads as an effective tier of local government through capacity building, policy support and ensuring participatory citizen engagements in local development, effective service delivery and attainment of the then Millennium Development Goals (MDGs). UZGP supported Upazila functionaries to equip the capacity to perform their mandated responsibilities effectively.

Upazila Governance and Development Project (UGDP) (2016-2021), a Yen loan project financed by JICA, is being implemented to enhance the capacity of Upazila Parishad to deliver more effective and responsive public services to citizens through providing additional development funds and a series of capacity development opportunities to concerned stakeholders. It is an important project supporting Bangladesh's comprehensive decentralization measures that strengthen Upazila, as a pivotal local government institution, promotes need-based rural infrastructure development by Upazila Parishad and ensures closer linkage between Upazila and Union as well as between local government institutions and line departments to provide better service delivery to the local communities. The project will gradually cover all the 492 Upazilas. UGDP conducted "Basic Training on Upazila Parishad Plan and Service Delivery for Upazila Parishad Functionaries" for elected representatives of Upazila Parishads in 2019.

This training program was attended by Union Parishad Chairmen, UNOs, and other TLD officers of all the 492 Upazilas (12 personnel from each Upazila). This was the only comprehensive training program for Upazila functionaries on Upazila governance that covers all the Upazilas across the nation at the timing of the formulation of this Training Plan.

Upazila Integrated Capacity Development Project (UICDP) (2017-2022), the JICA assisted technical assistance project, is being implemented in ten (10) pilot Upazilas of nine (9) districts under (8) eight Divisions since August 2017. The core objective of the project is to establish a framework to improve “comprehensive coordination capacity” of Upazila Parishad, i.e., capacity of Upazila Parishad to formulate and implement a Upazila development plan (both Five-Year Plan (FYP) and annual development plans (AP)) in coordination with all the stakeholders including Union Parishads, Paurashavas and transferred line departments. The main focus of the project is that citizens’ needs are reflected in FYP, which would be a basis to formulate an AP of the Upazila Parishad and the needs of each sector is expected to be properly integrated in the said plan. The project will continue up to July 2022.

Efficient and Accountable Local Governance (EALG) (2017-2022) is a project implemented by UNDP in collaboration with SDC and DANIDA aiming at the strengthening the capacities of local government and other stakeholders to foster participatory local government service delivery for the SDGs. EALG has three components, namely, 1) Inclusive and Accountable Upazila Parishad (IAUZP), 2) Sustainable and Democratic Union Parishad (SDUP), and 3) Policy for Effective Local Governance (PELG). Among the three components, IAUZP especially targets strengthening governance framework of Upazila Parishad for inclusive, effective and accountable planning and improved service delivery. EALG is operating in sixteen (18) Upazilas where it is piloting different governance improvement related initiatives.

In fact, different projects are providing a variety of training-related assistance to Upazila functionaries as per their objectives. However, it seems that the absence of a national framework for capacity development of Upazila Parishad makes it difficult for the GoB and development partners to determine the capacity development direction to follow and to design capacity development program in a harmonized and coordinated way with other concerned stakeholders.

### **2.3. Current Situation of NILG and its Challenges**

The National Institute of Local Government (NILG) was established as the Local Government Institute by the then East Pakistan Government in 1969, and reformed it into the National Institute of Local Government in 1980 by the GoB. It is now governed by a board of directors formed under National Institute of Local Government Act, 1992. The NILG is the only mandated local government capacity building institute of Bangladesh, which promotes training and research activities to make the local government strong, effective, dynamic and service oriented. The main objective of the NILG is to improve the knowledge, skill and attitude of the local government functionaries by providing professional training. In fact, the NILG has been providing training in different aspects of local governance for elected representatives and functionaries of LGIs since its inception.

Along with the progress of decentralization from the central government to LGIs over the years, it is expected that the role of the NILG also change to meet the requirements of the GoB and LGIs of the new era. The major challenges that NILG is currently facing are described below.

#### **(1) Large Number of the Target Trainees of LGIs**

One of the major challenges of the NILG is that the large number of target trainees who the NILG is mandated with in order to deliver training. Bangladesh has five (5) tiers of LGIs (i.e., Union Parishad,

Upazila Parishad, Zila (District) Parishad, Paurashava, and City Corporation), and the NILG is expected to deliver training to the elected representatives, officers and staff who are working at these LGIs. Considering the limited resources (faculty, classroom, accommodation, etc.) of the NILG, it is a serious challenge for the NILG to allocate their limited resources to the areas that need improvement urgently with the prioritization of LGIs and their trainees. In order to increase the coverage of the training, it is an option to consider alternative mechanisms of training delivery, such as: 1) certification system in which trainers of training institutions are trained and certified to provide training to Upazila functionaries, and 2) District Resource Teams (DRTs) formed at district level and provide training to Upazila functionaries for instance.

## **(2) Training Planning with Mid- and Long-term Perspectives**

It is necessary for the NILG to have mid- and long-term training plan for each LGI (Union Parishad, Upazila Parishad, Zila Parishad, Paurashava, and City Corporation) with a view to ensure the proper resource allocation and the planned training management of the NILG. The absence of mid- and long-term training plans result in the current training delivery of the NILG on ad-hoc basis by merely responding to the request of the LGD and/or development partners in most of the cases except the training to Union Parishad that is delivered on regular basis. The core training on the basics of local governance should be delivered to elected representatives and other functionaries of the respective LGIs by the NILG on a regular basis so that they can maintain their knowledge base at a certain required level to perform their designated duties. For the delivery of effective training opportunity to all the tiers of LGI, the NILG needs to plan training program from a mid-and long-term perspective with a mid-and long-term training plan rather than a single year perspective.

## **(3) Strengthening of Training Cycle Management**

The most important function of the NILG is to manage the training program properly. The training management cycle includes five (5) steps, they are: 1) Analysis, 2) Design, 3) Development, 4) Implementation, and 5) Evaluation. The faculty members of the NILG need to pay more attention not only to the “Implementation” but also to the other processes of the training management cycle for the improvement of training programs. Recognition of the training cycle as a series of continuous processes of training management and its improvement as a NILG-wide initiative will lead to the efficient training delivery with uniformed and standardized way.

## **2.4. Required Capability and Training Needs of Upazila Functionaries**

### **2.4.1. Capability Needed for Upazila Functionaries**

Article 23 and Schedule 2 of the Upazila Parishad Act 1998, promulgated in 2009, and its subsequent amendments in 2011 and 2015 stipulated eighteen (18) specific functions of Upazila Parishad. Three (3) other functions were added according to the LGD circular issued in November 2011. The specific functions of Upazila Parishad are as shown in the box below.

**Table 2: Specific Functions of Upazila Parishad**

- |   |
|---|
| <ol style="list-style-type: none"> <li>1. Formulation of five-year plan and other development plan of various terms.</li> <li>2. Implementation of the programs of various government departments transferred to Upazila Parishad, and supervision and coordination among the departments’ programs.</li> <li>3. Construction, repair and maintenance of inter-union link roads.</li> <li>4. Adaptation and implementation of small-scale irrigation projects, in accordance with the directions of the Government, for the purpose of the best utilization of the surface water.</li> <li>5. Ensuring the services of public health, nutrition and family planning.</li> </ol> |
|---|



6. Improvement of sanitation and sewerage systems, and adoption of proper measures for supplying safe drinking water.
7. (a) encouraging and facilitating the extension of education at the Upazila level, (b) supervising and supporting related institutions to improve the quality of secondary and madrasah education.
8. Taking initiative for the establishment and extension of small and cottage industries.
9. Supporting and coordinating the activities of cooperative societies and non-government voluntary organizations.
10. Supporting and implementing the programs of women, children, social welfare, youth, sports and cultural activities.
11. Adopting and implementing programs for the development of agriculture, livestock, fisheries and forest resources.
12. Review of the activities of the police department along with the development of law and order situation in the Upazila, and sending reports regularly by the Chairman to the higher authorities.
13. Adopting and implementing own programs to generate self-employment and reduce poverty, while providing necessary assistances for the implementation of other Government programs in this realm.
14. Coordinating, monitoring and supporting the development activities undertaken by Union Parishads.
15. Generating public opinion and taking other preventive measures to resist the crimes against women and children, etc.
16. Creating public awareness and taking other preventive measures against the crimes of terrorism, theft, robbery, smuggling, abuse of drugs, etc.
17. Undertaking social forestry and other programs with the aims of preservation and development of the environment.
18. Other activities assigned by the government from time to time.
19. Coordination of all activities related to disaster management.
20. Cooperation with other institutions engaged in activities similar to those of Upazila Parishad.
21. Introducing and encouraging e-governance.

Source: Translation from 1) Upazila Parishad Act promulgated in 2009, and its amendment in 2011 and 2015, 2) LGD circular issued in November 2011

Among the functions listed above, 1, 2, and 14 need to be emphasized as not-sector specific general functions of Upazila Parishad. Supposing that the capacity of Upazila Parishad is not sufficient to perform these functions as required by the Upazila Parishad Act, filling this gap should be the primary goal of the capacity development of Upazila functionaries.

More specifically, the fundamental capabilities needed for a Upazila Parishad are specified in the Table 3.

**Table 3: General Capability Needed for Upazila Parishad**

- Prepare development plans including Five-Year Plans (FYP) and annual plan (AP), and implement it.
- Implement, supervise and coordinate the programs of the activities of transferred line departments. [Horizontal Coordination]
- Coordinate and assess the development programmes undertaken by Union Parishads and provide them with necessary cooperation. [Vertical Coordination]

## **2.4.2. Training Needed for Upazila Functionaries**

### **(1) Training Needed for Upazila Elected Representatives**

Upazila elected representatives tend not to be necessarily familiar with the mandate of Upazila Parishad. Since they are elected by Upazila election conducted every five years and their backgrounds (education level, work experience, etc.) are different, it is necessary to consider that there is a gap in their knowledge of the public administration of Upazila.

Primary responsibility of elected representatives is to make decisions through discussions at the Upazila Parishad meetings. As the decisions of the Upazila Parishad are implemented by UNO and concerned transferred line department officers, elected representatives are not necessarily required to be familiar with the detailed practical procedure of the implementation of the activities. Therefore, training to Upazila elected representatives should focus more on the important Acts and rules on Upazila Parishad and the basic matters of Upazila governance so that they understand what they are expected to do as elected representatives of the Upazila Parishad.

### **(2) Training Needed for UNO and other Officers of Transferred Line Departments**

On the other hand, since UNO and transferred line department officers in a Upazila are expected to implement development activities based on the development plans prepared by the Upazila Parishad paying attention to the horizontal and vertical coordination, their training needs to be more practical so that they can carry out their mandated duties without any uncertainty and confusion.

For this reason, practical procedures for the formulation and the implementation of development plans should be taught in the training to UNO and transferred line departments officers.

### **(3) CA to Upazila Parishad Chairman / CA to UNO**

As CAs tend to be playing an important role in the governance of a Upazila, it is reasonable to consider CAs as one of the target groups of the training program meant for Upazila functionaries. Not like UNO and other officers of transferred line departments, CAs to UNO remain in the Upazila comparatively longer period and accumulate the Upazila specific knowledge though he/she is transferable to other Upazilas. CAs to Chairman are never transferred to any other Upazilas as he/she is a staff of a particular Upazila Parishad. Training to CAs should be designed as they can apply their accumulated knowledge on all matters related to Upazila governance including financial management for effective and efficient Upazila management to support Chairman and UNO, but not only giving the general idea of office management.



## Chapter 3 Training Strategies

### 3.1. Capacity Development Goal, Objectives, and Strategies for the Capacity Development of Upazila Functionaries

The Training Plan sets the structure of the goal, the objectives, and the strategies for the capacity development of Upazila functionaries as its framework. Relations among the goal, the objectives, and the strategies are shown in the Figure below.



**Figure 1: Goal, Objectives and Strategies for the Capacity Development of Upazila Functionaries**

#### 3.1.1. Capacity Development Goal

The capacity development goal for Upazila functionaries for 2030 is set as follows.

##### **Capacity Development Goal for Upazila Functionaries for 2030**

Elected representatives of Upazila Parishads understand their roles and responsibilities, and implement development activities in collaboration with UNO and other officers of transferred line departments.

#### 3.1.2. Capacity Development Objectives

The capacity development targets for Upazila functionaries for 2030 are set as follows.

##### **Objective 1**

Training programs on basic laws and rules related to Upazila Parishad are provided to Upazila elected representatives in a timely manner in their term of service.

##### **Objective 2**

Training programs on the implementation of the activities of Upazila Parishad including development planning are provided to Upazila transferred line department officers and CAs.

<b>Objective 3</b>	Coordination mechanism is established through the formulation and implementation of development plans such as Five-Year Plan and annual development plan at the Upazila level.
<b>Objective 4</b>	NILG functions as a responsible training body to provide quality training to Upazila functionaries with the cooperation from other training institutions and local administrations.

### 3.1.3. Capacity Development Strategies

The capacity development strategies for Upazila functionaries for 2030 is set as follows.

<b>Strategy 1</b>	Provide orientation and refresher training on important laws and rules related to Upazila Parishad including preparation and implementation of development plans to elected representatives in a timely manner.
<b>Strategy 2</b>	Provide training on the implementation of the activities of Upazila Parishad including development planning to UNO and other officers of transferred line departments, and CAs through the cooperation from other training institutions and local administrations.
<b>Strategy 3</b>	Diversify the training provision mechanism to cover all the Upazilas in an effective and efficient way.
<b>Strategy 4</b>	Improve the efficiency of the training management cycle at the NILG.

The details of the above strategies are described in the sections hereafter.

## 3.2. Training to District Resource Teams (DRTs) [Strategy 1 / Strategy 2 / Strategy 3]

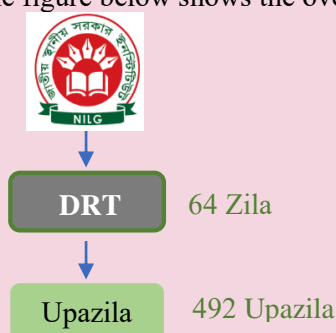
### 3.2.1. Overview

Given its limited resources, NILG is not in a position to provide training to 492 Upazilas all over the country directly by themselves, and therefore an alternative mechanism that will make it possible for them to deliver training to Upazilas in an efficient method is required. The most effective way to overcome the problem of the scarce resources of the NILG, District Resource Team (DRT) mechanism is adopted based on the following considerations.

- Upazila Resource Team (URT) mechanism was adopted in 2011 to provide training to all the elected representatives and officers of Union Parishads through URT consisted of 12 Upazila officers headed by UNO. Lessons learned from the experience of the URT mechanism can be utilized to make the DRT mechanism effective.
- Decentralization of training delivery may contribute to the discussion of an idea of the establishment of “regional training institutes for local government” to provide training to elected representatives and officers of LGIs more effectively and frequently at regional level.
- Gathering at district office for training purpose may promote the discussions among Upazilas in a same district for horizontal coordination to solve district-wide issues, and also the discussion between a district and Upazilas in a same district for vertical coordination.

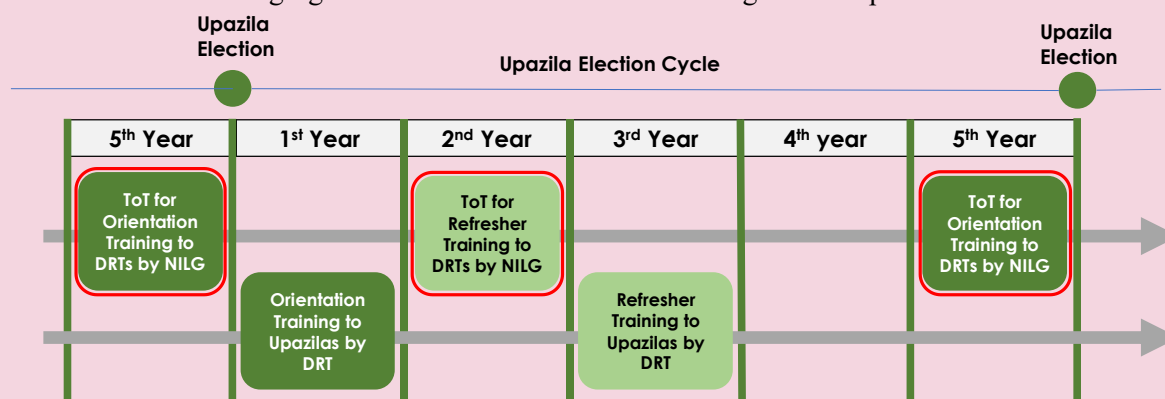
- It can be a good opportunity for district officers to grasp the situation of respective Upazilas in the district and to contribute to the strengthening of the tie between district and Upazilas for mutual cooperation for planning, implementation and monitoring of development activities in the district and Upazilas.

Under the District Resource Team (DRT) mechanism, District Resource Teams (DRTs) will receive ToT from the NILG and then DRTs in turn deliver the training to the Upazilas in their respective districts. DRT is composed of 14 district officers headed by Deputy Director, Local Government (DDLG). Though DC (Deputy Commissioner) is not a member of DRT, DC shall provide necessary advices and support to the DRT as an advisor. The figure below shows the overview of the DRT mechanism.



**Figure 2: Overview of the DRT Mechanism**

The target of the training is fourteen (14) district officers. The ToT to all the DRTs of whole 64 districts is conducted: 1) in the previous year of the Upazila election, and 2) in the second year from the Upazila election. The following figure shows the overview of the timing of the implementation of ToT to DRTs.



**Figure 3: Overview of the Timing of the Implementation of ToT to DRTs**

### 3.2.2. Target

The target of the training is the following fourteen (14) officers of district offices.

1. Deputy Director, Local Government (DDLG)
2. Additional Deputy Commissioner (General)
3. Deputy Director, Agriculture
4. Executive Engineer, LGED
5. Executive Engineer, DPHE
6. Civil Surgeon
7. Deputy Director, BRDB

- |     |   |
|-----|---|
| 8.  | District Education Officer  |
| 9.  | District Primary Education Officer  |
| 10. | District Relief and Rehabilitation Officer                                  |
| 11. | District Women Affairs Officer  |
| 12. | Deputy Director, Social Welfare   |
| 13. | Deputy Director, Youth Development  |
| 14. | Additional Superintendent of Police (nominated by Superintendent of Police) |

As the number of Upazila is 64 as of December 2019, the total number of the trainee is 896 persons (14 district officers x 64 districts). Supposing that 42 trainees (3 districts) are accommodated in a class, twenty-two (22) batches can cover all the districts.

### 3.2.3. Achievement Goal of the Training

By attending the training courses, the members of DRTs are expected to achieve the following goal.

**Table 4: Achievement Goal of the Training for DRTs**

- |  |
|--|
| <ul style="list-style-type: none"> <li>District Resource Teams (DRTs) composed of 14 District officers gain necessary knowledge and skill to perform as trainers for the training to Upazila functionaries.</li> </ul> |
|--|

### 3.2.4. Training Provider and Venue

The training is provided by the NILG faculty and the outside resource persons who have expert knowledge and/or professional experience in the training areas and topics of the training course. The training is conducted at the NILG by inviting 14 district officers from each district.

### 3.2.5. Training Course and Contents

Two (2) ToT courses are provided to DRTs. The duration of the training is three (3) days for the ToT for Orientation Training and two (2) days for ToT for the Refresher Training.

**Table 5: Title of the ToT Courses for DRTs and its Duration**

Training Course Title	Duration
ToT for Orientation Training for Upazila Functionaries	3 days
ToT for Refresher Training for Upazila Functionaries	2 days

Training areas and topics taught in the ToT courses are shown in the table below. Detailed training contents for each area and topic should be elaborated when developing training materials and/or developing training courses.

Since the training areas and topics are not static, they may be revised according to the change of the knowledge level and the needs of elected representatives, UNOs and other officers of the TLDs and the policy priorities of the GoB. National plans should be explained in the training course according to the policy priorities of the GoB at the timing of training delivery.

**Table 6: Training Areas and Topics of the ToT for DRT**

Areas		Topics	
1	Upazila Parishad and the Local Government System	1-1	Local Government System of Bangladesh
2	Act and Rules of Upazila Parishad	2-1	Constitution, and Upazila Parishad Act, 2009; amended, 2011; and 2015
		2-2	Introduction to Upazila Parishad Rules [e.g.] <ul style="list-style-type: none"> <li>• Upazila Parishad (Activities Implementation) Rule, 2010 (Amended, 2010)</li> <li>• Upazila Parishad Budget (Preparation and Approval) Rule, 2010</li> <li>• Upazila Parishad Chairman and Vice-Chairman (Duties, Responsibilities and Financial Benefit) Rule, 2010 (Amended 2017)</li> </ul>
3	Upazila Parishad Administration	3-1	Composition of Upazila Parishad
		3-2	Charter of Duties of Chairman and Vice Chairs
		3-3	Conduct of Meetings: <ol style="list-style-type: none"> <li>1. Upazila Parishad Meeting</li> <li>2. Upazila Committee Meeting</li> </ol>
		3-4	Vertical and Horizontal Coordination with other LGIs
4	Financial Management	4-1	Budget Formulation and Execution
		4-2	Public Procurement and Tender Process
		4-3	Accounting and Auditing
		4-4	Financial Statement
		4-5	Basic Ideas on Upazila Financial Management using iBAS++
5	Development Planning	5-1	National Plans [e.g.] <ul style="list-style-type: none"> <li>• Perspective Plan 2010-2021</li> <li>• Seventh Five-Year Plan FY2016-2020</li> <li>• Annual Development Programme</li> <li>• Vision 2021</li> </ul>
		5-2	Formulation, Implementation and Monitoring of Five-Year Development Plan (FYP)
		5-3	Formulation, Implementation and Monitoring of Annual Plan (AP)
6	National Policy Instruments for Good Governance	6-1	Five Policy Instruments of the GoB <ol style="list-style-type: none"> <li>1. GRS (Grievance Redress System)</li> <li>2. Citizen's Charter</li> <li>3. NIS (National Integrity Strategy)</li> <li>4. RTI (Right to Information)</li> <li>5. APA (Annual Performance Assessment)</li> </ol>
7	Training Methods and Tools	7-1	Facilitation Methods and Tools
		7-2	Presentation Methods and Tools

**3.2.6. Necessary Arrangement for the Delivery of the Training Program and its Monitoring**

After receiving ToT at the NILG, DRTs are expected to deliver training to the Upazilas as trainers in the next fiscal year in principle. The actions need to be taken by DDLG for the arrangements of the training to Upazilas are summarized in the table below. The status of the progress of the preparation and the implementation of the training to Upazilas are monitored by the NILG and reported to the LGD regularly. DDLGs are assigned with the primary responsibility on the whole coordination and arrangements of the training at the Upazila level with necessary budget for the implementation of the training which will be transferred by the NILG.

**Table 7: Actions to be taken by DDLG for the Arrangements of the Training at Upazila level**

Actions to be taken	Remarks
<b>1. Preparation</b>	
1) Set dates and venue of training delivery considering the availability of DRT members, participants from Upazilas and venue.	<ul style="list-style-type: none"> <li>Upazilas may be separated into two (2) batches or more considering the capacity of a class.</li> </ul>
2) Form a training delivery team from the members of the DRT who received ToT at the NILG considering his/her availability and the capacity/experience.	<ul style="list-style-type: none"> <li>All the maximum fourteen (14) officers of DRT may not be necessarily included in the training delivery team. DDLG picks up some officers and form a training delivery team.</li> </ul>
3) Discuss among the training delivery team and decide who take which sessions.	<ul style="list-style-type: none"> <li>Resource persons may be invited from outside if available.</li> </ul>
<b>2. Implementation</b>	
1) Conduct the training.	<ul style="list-style-type: none"> <li>Each session should be delivered according to the contents and method shown at the ToT by the NILG.</li> <li>NILG faculty may be invited to support delivering of lectures.</li> </ul>
<b>3. Monitoring and Evaluation</b>	
1) Ask the participants to evaluate the training course.	<ul style="list-style-type: none"> <li>The result of the evaluation is used for the improvement of the next program.</li> <li>The summary of the evaluation is submitted to the LGD with the training implementation report. The report is shared also with the NILG for further improvement of the whole training program.</li> </ul>
2) As the follow-up training at the Upazila level, DDLG will monitor the status of the formulation of development plans (FYP and AP) of the Upazilas in his/her jurisdiction and provide necessary instructions and guidance for it.	<ul style="list-style-type: none"> <li>The status of the formulation of development plans (FYP and AP) of the Upazilas shall be reported to the MIE Wing of the LGD by DDLG.</li> </ul>

### 3.3. Training to Elected Representatives, and UNOs/other Officers of Transferred Line Departments [Strategy 1 / Strategy 2 / Strategy 3]

#### 3.3.1. Overview

UNO and other officers of the transferred line departments (TLDs) should receive training together with three (3) elected representatives (i.e. Chairman, Vice-Chair, and Female Vice-Chair) from DRTs that have received ToT from the NILG. It is expected that both elected representatives and UNO/other officers of the TLDs have a sense of teambuilding and working for the people of the Upazila by receiving the training together and acquire same knowledge base. The training to Upazilas by DRTs is delivered in the first year of the Upazila election (Orientation Training), and the third year of the Upazila election cycle (Refresher Training).

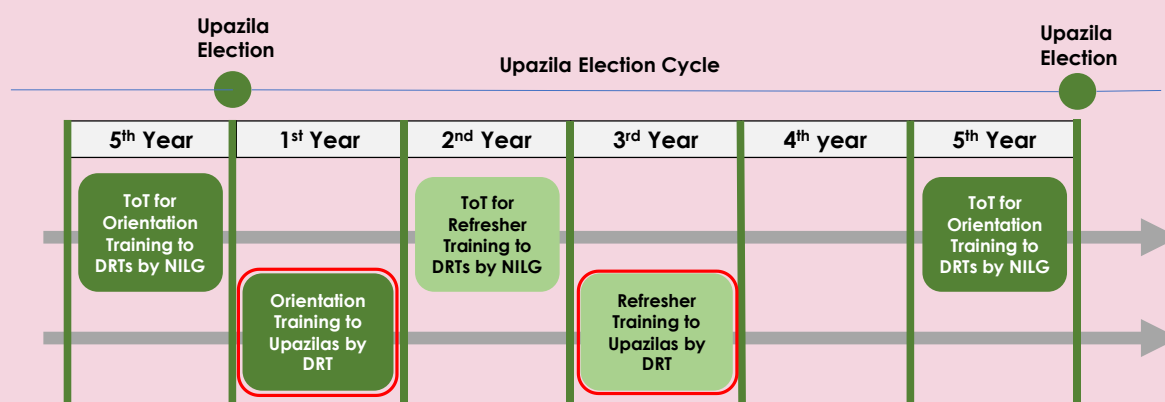


Figure 4: Overview of the Timing of the Training to Upazilas from DRT

#### 3.3.2. Target

The targets of the training are three (3) elected representatives, UNO, Upazila Engineer (LGED), and other four (4) officers of the transferred line departments. UNO identifies other 4 officers considering the expected contribution for the formulation, implementation and monitoring of development plans.

1. Upazila Parishad Chairman
2. Upazila Vice-Chair
3. Upazila Female Vice-Chair
4. Upazila Nirbahi Officer
5. Upazila Engineer (LGED)
6.  $\left( \begin{array}{l} \text{UNO identifies other 4 officers considering the expected contribution for} \\ \text{the formulation, implementation and monitoring of development plans.} \end{array} \right)$
- 7.
- 8.
- 9.

The number of Upazilas is not same for all districts, though there are around 8-10 Upazilas in a typical district. The training may be conducted at one time by inviting all the Upazilas in the district or conducted in two times by inviting two groups of Upazilas separately depending on the number of the trainees.

#### 3.3.3. Achievement Goal of the Training

By attending the training courses, elected representatives, and UNO / other officers of transferred line departments are expected to achieve the following goals.

**Table 8: Achievement Goal of the Training for elected representatives and UNO /TLD officers**

- Elected representatives, and UNOs / other officers of transferred line departments gain necessary knowledge on the basics of Upazila public administration and understand the practical procedure of development planning (formulation, implementation and monitoring).

**3.3.4. Training Provider and Venue**

The training is delivered by DRTs at the district level where the Upazila exists. DDLG forms a training delivery team from the district officers who received ToT from the NILG. The training delivery team composed of some district officers will provide the training to Upazilas. DDLG may request the NILG to dispatch faculty members or request outside resource persons who have expert knowledge and/or professional experience in the training areas and topics to deliver lectures.

The training is conducted at the district office or another venue available in the district.

**3.3.5. Training Course and Contents**

Two (2) training courses should be provided to elected representatives and UNOs / TLD officers. The duration of the training is three (3) days for the Orientation Training, and two (2) days for the Refresher Training.

**Table 9: Title of Training Courses for Elected Representatives and UNO / TLD Officers, and its Duration**

Training Course Title	Duration
Orientation Training for Upazila Functionaries	3 days
Refresher Training for Upazila Functionaries	2 days

Training areas and topics of the training are shown in the table below. Detailed training contents for each area and topic should be considered when developing the training materials and/or developing training courses.

Since the training areas and topics are not static, they may be revised depending on the changes in the knowledge level and the needs of the elected representatives, UNOs and other officers of the TLDs and the policy priorities of the GoB. National plans should be explained in the training course according to the policy priorities of the GoB at the timing of training delivery.

**Table 10: Training Areas and Topics of the ToT on Basics of Upazila Governance for DRTs**

Areas		Topics	
1	Upazila Parishad and the Local Government System	1-1	Local Government System of Bangladesh
2	Act and Rules of Upazila Parishad	2-1	Constitution, and Upazila Parishad Act, 2009; amended, 2011; and 2015
		2-2	Introduction to Upazila Parishad Rules [e.g.] <ul style="list-style-type: none"> <li>• Upazila Parishad (Activities Implementation) Rule, 2010 (Amended, 2010)</li> <li>• Upazila Parishad Budget (Preparation and Approval)</li> </ul>



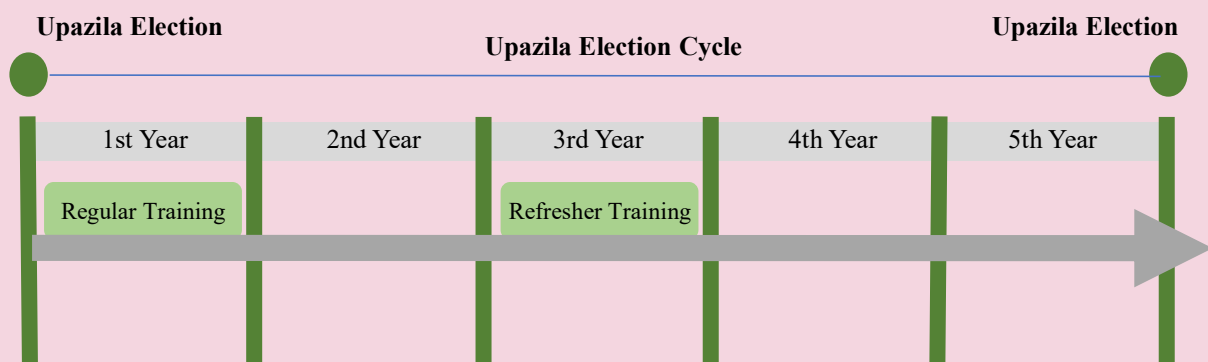
Areas		Topics	
			Rule, 2010 • Upazila Parishad Chairman and Vice-Chairman (Duties, Responsibilities and Financial Benefit) Rule, 2010 (Amended 2017)
3	Upazila Parishad Administration	3-1	Composition of Upazila Parishad
		3-2	Charter of Duties of Chairman and Vice Chairs
		3-3	Conduct of Meetings: 1. Upazila Parishad Meeting 2. Upazila Committee Meeting
		3-4	Vertical and Horizontal Coordination with other LGIs
4	Financial Management	4-1	Budget Formulation and Execution
		4-2	Public Procurement and Tender Process
		4-3	Accounting and Auditing
		4-4	Financial Statement
		4-5	Basic Ideas on Upazila Financial Management using iBAS++
5	Development Planning	5-1	National Plans [e.g.] • Perspective Plan 2010-2021 • Seventh Five-Year Plan FY2016-2020 • Annual Development Programme • Vision 2021
		5-2	Formulation, Implementation and Monitoring of Five-Year Development Plan (FYP)
		5-3	Formulation, Implementation and Monitoring of Annual Plan (AP)
6	National Policy Instruments for Good Governance	6-1	Five Policy Instruments of the GoB 1. GRS (Grievance Redress System) 2. Citizen's Charter 3. NIS (National Integrity Strategy) 4. RTI (Right to Information) 5. APA (Annual Performance Assessment)

### 3.4. Training to CAs to Upazila Parishad Chairman / CAs to UNO [Strategy 3]

#### 3.4.1. Overview

The training to CAs to Upazila Parishad Chairman / CA to UNO will be conducted centrally at the NILG by inviting two (2) CAs from each Upazila from across the country. Though they are permanent staff of Upazila, their training are conducted with the five-years cycle in line with the training provided to elected representatives, UNOs, and other officers of TLDs so that they can support the Upazila Parishad effectively with the similar up-dated knowledge base on the basic of Upazila administration. CAs shall have a chance to receive two (2) times of training during five years of the Upazila election cycle. CAs firstly receive “Upazila Office Management (Regular Training)” after the Upazila election and then receive “Upazila Office Management (Refresher Training)” in the third year of the Upazila election cycle.

Figure 5 shows the overview of the training to CAs to Upazila Parishad Chairman / CAs to UNO.



**Figure 5: Overview of the Training to CAs to Upazila Parishad Chairman / CAs to UNO**

### 3.4.2. Targets

The targets of the training are the following two (2) CAs from a Upazila. Though the titles may be different by Upazilas, two (2) key Upazila staff working under Chairman and UNO respectively are the target of the training.

1. CA to Upazila Parishad Chairman
2. CA to UNO

As the number of Upazila is 492 as of December 2019, the total number of the trainee is 984 persons (2 CAs x 492 Upazilas).

Supposing that 50 trainees (25 Upazilas) are accommodated in a class, 20 batches can cover all the Upazilas, however, the detailed course design should be considered with other factors right before the time of the commencement of the training program.

### 3.4.3. Achievement Goal of the Training

By attending the training courses, CAs are expected to achieve the following goal.

**Table 11: Achievement Goal of the Training for CAs**

- CAs gain necessary knowledge and skill for the office management so that they can support Upazila Parishad Chairman and UNO in efficient and effective manner.

### 3.4.4. Training Provider and Venue

The training is provided by the NILG faculty and the outside resource persons who have expert knowledge and/or professional experience in the training areas and topics.

The training is conducted at the NILG by inviting CAs in different batches.

### 3.4.5. Training Courses and Contents

Two (2) types of the training courses, namely, “Upazila Office Management (Regular Training)” and “Upazila Office Management (Refresher Training)” are provided to CAs to Upazila Parishad Chairman / CAs to UNO. The duration of the training are 3 days for the Regular Training and 2 days for the Refresher Training.

**Table 12: Title of the Training Courses for CA to Upazila Parishad Chairman / CA to UNO and their Duration**

Title of Training Courses	Duration
Upazila Office Management (Regular Training)	3 days
Upazila Office Management (Refresher Training)	2 days

Training areas and topics of the CAs are shown in the tables below. Detailed training contents for each area and topic should be considered when developing training materials and/or developing a training course.

Since the training areas and topics are not static, they may be varied according to the change of the knowledge level and the needs of CAs and the policy priorities of the GoB.

**Table 13: Training Areas and Topics of the Regular Training on Upazila Office Management for CAs**

Area		Topics	
1	Upazila Parishad and the Local Government System	1-1	Constitution, Upazila Parishad Act, 2009; amended, 2011; and 2015
		1-2	Introduction to Upazila Parishad Rules; [e.g.] <ul style="list-style-type: none"> <li>Upazila Parishad (Activities Implementation) Rule, 2010 (Amended, 2010)</li> <li>Upazila Parishad Budget (Preparation and Approval) Rule, 2010</li> <li>Upazila Parishad Chairman and Vice-Chairman (Duties, Responsibilities and Financial Benefit) Rule, 2010 (Amended 2017)</li> </ul>
2	Upazila Parishad Administration	2-1	Function of Committees and Upazila Parishad Meeting
3	Financial Management	3-1	Budget Formulation and Execution
		3-2	Public Procurement and Tender Process
		3-3	Accounting and Auditing
		3-4	Financial Statement
		3-5	Basic Ideas on Upazila Financial Management using iBAS++
4	Development Planning	4-1	Formulation, Implementation and Monitoring of Five-Year Development Plan (FYP)
		4-2	Formulation, Implementation and Monitoring of Annual Plan (AP)
5	Office Management	5-1	File Management and Records Keeping (With Practice)
		5-2	Conduct of Meetings: Upazila Parishad, Upazila Committees, etc. (With Practice)
6	Overview on ICT Based Office Management	6-1	e-filing
7	National Policy Instruments for Good Governance	7-1	Five Policy Instruments of the GoB 1. GRS (Grievance Redress System) 2. Citizen's Charter 3. NIS (National Integrity Strategy) 4. RTI (Right to Information) 5. APA (Annual Performance Assessment)

### 3.5. Improvement of the Efficiency of the Training Management Cycle at the NILG [Strategy 4]

Strategy 1, Strategy 2, and Strategy 3 of this Training Plan identify the following regular training courses.

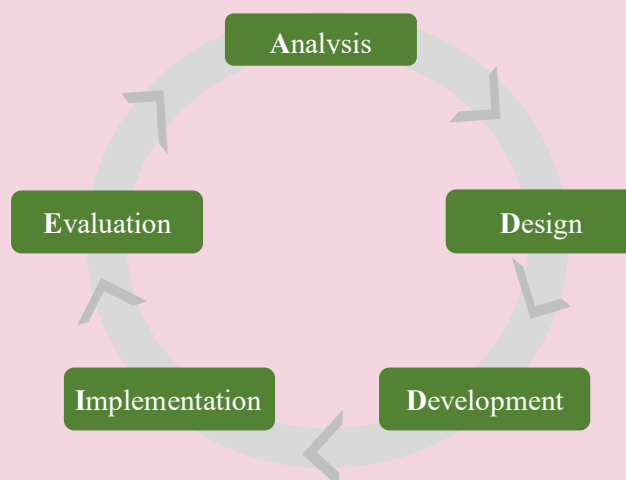
**Table 14: List of the Regular Training Course for the Upazila Functionaries**

Targets	Training Course Name
District Resource Teams (DRTs)	ToT for Orientation Training
	ToT for Refresher Training
Elected Representatives, UNOs and transferred line department officers	Orientation Training
	Refresher Training
CAs to Upazila Parishad Chairman, and CAs to UNO	Upazila Office Management (Regular Training)
	Upazila Office Management (Refresher Training)

The above regular training courses for Upazila functionaries are expected to be managed by the NILG with mid- and long-term perspective following the roadmap as described in Chapter 5 in this Training Plan. Considering that the NILG is mandated to deliver training not only to Upazila but to five different tiers of LGIs (i.e., Union, Upazila, Zila, Paurashava, and City Corporation) with its limited resources, it seems necessary for the NILG to consider the measures to run the training management cycle more efficiently and effectively. In this section, the recommended measures for the NILG to run training management cycle more efficiently and effectively are described.

#### 3.5.1. ADDIE Model for Instructional Systems Design (ISD) Framework

The ADDIE Model is commonly used framework by training developers for instructional system design (ISD). It has five phases: i.e., Analysis, Design, Development, Implementation, and Evaluation. In order to identify the challenges for the NILG to improve the efficiency of the training management cycle, ADDIE Model is applied as the base of the discussion in this section. It should be noted that the ADDIE model is a continuous process for the improvement of a training program.



**Figure 6: ADDIE Model for Instructional Systems Design (ISD) Framework**

Since the NILG developed its “*Training Quality Assurance Framework*” for the continuous improvement of the quality of the training development and delivery process, the NILG should basically follow the process of the framework to manage the training courses also for Upazila functionaries. The table below shows the correspondence of the steps of the ADDIE Model and the *Training Quality*

*Assurance Framework of the NILG.*

**Table 15: Steps of the ADDIE Model and the NILG Training Assurance Framework**

ADDIE Model Steps	NILG Training Quality Assurance Framework Steps
Analysis	Step 1: Definition of LGIs Prioritized Competences
Design	Step 2: Mapping of Training Modules Against Competences
Development	Step 3: Revision of Training Module
	Step 4: Development of New Training Module
	Step 5: Selection of Training Provider
Implementation	Step 6: Delivery of Training
Evaluation	Step 7: Evaluation and Improvement of the Mechanism

Source: NILG Training Quality Assurance Framework

In this section, the measures for the improvement of the efficiency of training management cycle at the NILG is considered by the steps of ADDIE model having the above process in mind.

### 3.5.2. Measures for the Improvement of the Efficiency of Training Management Cycle

The Documentation Center of the NILG has already taken certain measures along the line of the ADDIE model. Continuation of the already started initiatives along with other measures along the line of ADDIE model are recommended below. The challenges of the NILG to improve the efficiency of the training management should be facilitated with the challenges of the plan of the Documentation Center making it as an institution-wide initiative.

As the measures recommended here are applied not only to the training program to Upazila functionaries but also to the training program for the other tiers of LGIs, further detailed discussion and coordination in the NILG is required for the actual adaptation and implementation of the recommendations.

#### (1) Institutional and Human Resource Setup for Training Cycle Management

Recommendations for institutional and human resource setup to manage the training cycle are described hereafter.

- Assignment of a responsible faculty for the whole training program

In order to manage the training management cycle for the training programs for the Upazila functionaries in mid-and long-term perspective, it is necessary to have a faculty in the NILG who is responsible for the whole process of the training management cycle of the training program for Upazila functionaries. All the training and research programs concerned with Upazila shall be conducted with the involvement and the consent of the Upazila Desk.

Measure	Actions to be taken
Assign a faculty who is responsible for the whole process of the training program for Upazila functionaries (e.g. Upazila Desk).	<ul style="list-style-type: none"> <li>• Assigned a faculty (e.g. Upazila Desk) who takes a leading role in the capacity development of Upazila functionaries.</li> <li>• The Upazila Desk is responsible for the whole process of the training programs (assessment, design, development, implementation, and evaluation) of training courses of Upazila functionaries based on the Mid- and Long-term Training Plan.</li> <li>• Mid- and Long-term Training Plan is amended / renewed by the facilitation of the Upazila Desk.</li> </ul>

- Human resource development of NILG Faculty

It is essential to strengthen the capacity of the NILG faculty to deliver effective training programs to Upazila functionaries. The NILG should consider the effective way of the capacity strengthening of faculty members according to clear training needs and individual expertise. It is recommended that each faculty member has his/her area of expertise, such as “development planning” or “financial management” and become a member of the area. All the faculty members are also required to acquire the standard methods and techniques of lecturing and facilitation to make training programs more effective through the ToT course continuously organized for NILG faculty members. Trainers’ manual may be prepared as a reference material of faculty members as professional trainers. More importantly, the NILG should recognize “Training Cycle Management” as essentially required expertise for all the faculty members. These ensures that all the training programs delivered in the NILG are conducted with standardized process using unified method.

Measure	Actions to be taken
Develop a human resource development plan for the NILG faculty according to the training needs and individual expertise.	<ul style="list-style-type: none"> <li>• According to individual expertise, assign topic areas to each faculty member (e.g. development planning, financial management, act and rules) as his/her responsibility.</li> <li>• Faculty members acquire the standard methods and techniques of lecturing and facilitation.</li> <li>• Place “Training Cycle Management” as essentially required expertise for faculty of the NILG, and all the faculty member learn and acquire the standard and unified method and procedure of training cycle management.</li> <li>• Provide faculty member opportunity to pursue masters and PhD degree.</li> </ul>

## (2) Recommended Measures for each Step of the ADDIE Framework

Recommendations for respective steps of the ADDIE Framework are described hereafter.

### Analysis Step

- Definition of required competencies for the target groups

Defining of the competencies required for each target group of Upazila functionaries helps to identify the gaps between the present status and the situation to be achieved, and to develop and provide more effective training program to minimize the gap. As the first stage to plan, a training program to Upazila functionaries in the analysis step, required competencies by the target groups e.g., 1) elected representatives, 2) UNOs and other officers of the TLDs, and 3) CAs shall be defined. As the required competencies may change according to the change of the policy priority of the GoB and/or the LGD, and the change of the general environment of Upazilas, the defined competencies need to be reviewed and revised regularly as and when it is necessary. Training Needs Analysis (TNA) may be useful to have ideas on the required competencies for the target groups<sup>6</sup>.

Measure	Actions to be taken
Define the competencies required for the target groups before designing training programs.	<ul style="list-style-type: none"> <li>• Identify the specific knowledge, skills and attitude required for each target group to perform the duty.</li> <li>• Defined competences shall be reviewed regularly and amended through consultation with the LGD and other concerned stakeholders.</li> </ul>

<sup>6</sup> Steps of TNA is explained in the *Training Quality Assurance Framework* of the NILG.

**Design Step**

- Clarification of training course's learning objective

All the training programs should be conducted with a specific aim. Based on the competencies required for each target group that is defined in the analysis step, clarify the learning objectives for each training program in the design step. A syllabus that contains all the necessary information for a particular training module such as learning objectives, topics to be covered, mode of the class, reference materials, and name of lecturer should be prepared for all the training module. The syllabus is shared also with the participants before the training program begins so that participants can attend the training course with clear objectives and expectations.

Measure	Actions to be taken
Clarify the learning objectives when designing a training course based on the defined competences of the target groups.	<ul style="list-style-type: none"> <li>• Develop a syllabus for each training course and identify the specific learning objectives.</li> <li>• Evaluation is conducted based on the learning objectives and verify if the participants could achieve the objectives.</li> </ul>

- Creation of resource person pool

Training are not necessarily delivered by the faculty of the NILG. If an expert in a particular subject with sufficient experience is available outside, the NILG should consider hiring him/her as a resource person of a training module(s). In order to identify an appropriate resource person available, the NILG should have a resource person pool database used by the faculty members who is responsible for designing a training program. The database should contain not only the contact information and the area of expertise, but also the detail profiles and performance records of the resource persons. The resource person pool database needs to be kept updated.

Measure	Actions to be taken
Create a resource person pool database and utilize it as institution's asset to find proper resource persons to deliver lectures in training courses.	<ul style="list-style-type: none"> <li>• Develop a list of resource persons and keep it updated with the profiles and the records of performance evaluation.</li> <li>• Allow all the faculties who design a training course to access the list and use it to identify resource persons who deliver lectures in training courses.</li> </ul>

**Development Step**

- Proper training material development and management

All the training materials (hard copies and soft copies) should be kept as institutional assets of the NILG for its faculty's future reference and use. As the training programs identified in this Training Plan are expected to be delivered on a regular basis, developed training materials have to be used for the next training after necessary update and revisions. All the soft copies of training materials such as training text, PowerPoint presentations should be stored in 'cloud storage' prepared by the Documentation Centre of the NILG.

Measure	Actions to be taken
Properly store and manage developed training materials for future update and use.	<ul style="list-style-type: none"> <li>• Keep all the training materials updated by reflecting the change of the circumstances and feedbacks from participants.</li> <li>• Store and manage all the training materials [Handout, manual, Audio-Visual materials (hard copies and soft copies)] as the institutional assets of the NILG (not in individual's PCs) with structured course identification numbers.</li> </ul>



### Implementation Step

- Monitoring of the training delivery of DRTs

The training program for Upazila functionaries (elected representatives, UNO/officers of the TLDs) are expected to be delivered by DRTs that should be formed in their respective districts. Though the delivery of the training to Upazila level is planned and conducted by each DRT headed by DDLG in consultation with DC as part of their responsibility, it is necessary to establish a monitoring mechanism to be managed by the LGD in collaboration with the NILG to ensure that Upazila functionaries receive the training program in a timely manner.

Measure	Actions to be taken
Monitor the training delivery of DRTs to Upazila functionaries after ToT.	<ul style="list-style-type: none"> <li>• Establish a monitoring mechanism with the LGD and monitor whether DRTs properly deliver the training to Upazila functionaries as planned and in a timely manner.</li> <li>• Ensure that all the Upazilas receive the training from DRTs.</li> <li>• Ensure the quality of the training delivered by DRTs.</li> </ul>

- Record of the training history of trainees

As the training programs are expected to be delivered to Upazila functionaries on a regular basis, some of the participants may receive the same training programs more than once. Training history of trainees would help the NILG to recognize the number of the training already received by an individual participant from NILG and its contents. Based to the information of the record of the training history of individual trainees of the class, training contents may be altered flexibly. The record will be also used for the tracking to assess the effect of the training.

Measure	Actions to be taken
Record the training history of trainees.	<ul style="list-style-type: none"> <li>• Create a database of trainees to record the training history of them.</li> <li>• Use the database for the follow up and assessment of the effect of the training.</li> </ul>

### Evaluation Step

- Structured evaluation for the improvement of the training program

Evaluation of training programs should be done with clear objectives. Evaluation should be designed and conducted basically based on the learning objectives of the training program that are set in the design phase. It is also expected that capacity assessment survey is conducted regularly targeting Upazila functionaries to identify the capacity gap between the ideal and the reality. The result of the assessment is to be shared with all the concerned people and used for the improvement of the training programs. The Upazila Desk needs to make the training evaluation plan for Upazila functionaries from a medium- and long-term perspective and conduct the evaluation based on the plan. The appropriateness of the training delivery mechanism should also be evaluated.

Measure	Actions to be taken
Conduct structured evaluation to assess the effect of training for the improvement of the training program.	<ul style="list-style-type: none"> <li>• Evaluate the training effect based on the learning objectives of the training course that are set in designing phase.</li> <li>• Conduct survey regularly and assess the capacity gap of the target over the years.</li> <li>• Use the results of the evaluation / survey for the improvement of the training courses.</li> </ul>



## Chapter 4 Implementation and Monitoring Mechanism

### 4.1. Working Group for the Implementation of the Training Plan

After the approval of this Training Plan by the LGD, the implementation of the process of the training plan should be facilitated by the Working Group for the implementation of the Mid- and Long-term Training Plan for Upazila Parishad Functionaries (hereafter the “Working Group” or the “WG”) that would be formed in the NILG taking over the members of the Working Group for the formulation of the Mid- and long-Term Training Plan. The WG reports the progress of the implementation of the Training Plan to the Committee for the Implementation of the Mid- and Long-term Strategy (hereafter the “Strategy Implementation Committee”) headed by an Additional Secretary of the LGD with concerned officials of the LGD and other authorities when its meeting is held every half a year. The Strategy Implementation Committee should monitor the progress of the implementation of the Training Plan and gives guidance and advice to the WG as necessary.

#### 4.1.1. Structure

The WG is headed by the Director (Training and Consultancy) of the NILG as Chairman and Joint Director (Training and Consultancy) serves as a Member Secretary. The members of the WG shall be appointed by the DG, NILG. It is recommended that one of the faculty members is appointed as Upazila Desk and join the WG as a member. The Upazila Desk should take the leading role on the whole training management process for Upazila functionaries in mid- and long-term perspective at the NILG. The WG may invite representatives of concerned authorities and project, and development partners as observers to have advice and feedbacks concerning the progress of the implementation of the Training Plan.

**Table 16: Structure of the WG**

Chairman	Director (Training and Consultancy), NILG
Member Secretary	Joint Director (Training and Consultancy), NILG
Members	Faculty Members (5-7) appointed by the DG, NILG (Upazila Desk is included as one of the members)
Observers	Representatives of the LGD Representatives of concerned authorities Representatives of concerned projects Representatives of development partners

#### 4.1.2. Functions

The major function of the WG are as listed below.

**Table 17: Major Functions of the WG**

<ul style="list-style-type: none"> <li>Monitoring the progress of the Training Plan and reporting to the Committee for the Implementation of the Mid- and Long-term Strategy (Strategy Implementation Committee).</li> <li>Internal coordination in the NILG for the proper resource allocation to implement the training program for the Upazila functionaries (budget, human resource, classroom, accommodation, etc.).</li> <li>Preparation for designing the detail training courses including identification of resource persons.</li> <li>Development of training materials for each of the training courses.</li> <li>Coordination with other relevant stakeholders for the arrangements of the formation of DRT.</li> <li>Amendment of the Training Plan, if needed.</li> </ul>
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## 4.2. Financial Arrangement

The training courses for Upazila functionaries identified in this Training Plan shall be delivered by the NILG as its regular courses. In order to implement the training courses as planned, financial arrangement needs to be secured from the GoB.

The Table below summarizes the cost estimation for the NILG to implement the training courses for Upazila functionaries: i.e. 1) ToT for DRTs (Orientation and Refresher) 2) Training for elected representatives, UNOs and TLDs Officers (Orientation and Refresher), 3) Training for CAs (Regular and Refresher), that are identified in the Training Plan according to the calendar shown in the Chapter 5. The detail of the estimation is attached in Appendix-1.

**Table 18: Cost Estimation Summary for the Training Program for Upazila Functionaries from FY20/21 to FY29/30**

(BDT)

Target Training  Fiscal Year	ToT for DRTs		Training for Elected Representatives, UNO and TLD Officers		Training for CAs		Total
	Orientation	Refresher	Orientation	Refresher	Regular	Refresher	
FY20/21							0
FY21/22		12,100,000					12,100,000
FY22/23				55,040,000	16,000,000		71,040,000
FY23/24	15,180,000						15,180,000
FY24/25			71,680,000			12,800,000	84,480,000
FY25/26		12,100,000					12,100,000
FY26/27				55,040,000		12,800,000	67,840,000
FY27/28							0
FY28/29	15,180,000						15,180,000
FY29/30			71,680,000			12,800,000	84,480,000
<b>Total</b>	<b>30,360,000</b>	<b>24,200,000</b>	<b>143,360,000</b>	<b>110,080,000</b>	<b>16,000,000</b>	<b>38,400,000</b>	<b>362,400,000</b>

The total amount required to implement the training courses for the decade from FY20-21 to FY29-30 is around 36.2 crore BDT. It needs to be noted that all the training courses are planned to be conducted in each of particular fiscal year as Table 18 shows. As the required budget varies across fiscal years, as shown in the Table, enough prior coordination and arrangement for securing necessary budget in mid- and long perspective is required. The cost estimation of Table 18 and its details in Appendix-1 intend just to show the rough budget size to conduct the training courses for Upazila functionaries. Since the cost estimation is based on particular preconditions of course design that are shown in the Appendix-1, the amount varies when the preconditions change. Therefore, when the NILG plans to conduct the training courses and detail cost estimation, it is imperative that those are done considering the design of the courses and situation of the availability of the resources at that point of time.

Since the delivery of the training to Upazila elected representatives, UNOs and TLDs Officers (Orientation and Refresher) is conducted by DRTs, the cost required for training of DRTs needs to be transferred to districts from the NILG in advance to secure the delivery of the training courses.

#### **4.3. Amendment of the Training Plan**

The Training Plan should be flexibly updated or revised according to the change of the policy of the GoB, the LGD, or the NILG as necessary. Since the Training Plan is regarded as one of the several policy documents of the NILG, its contents need to be consistent with the other policy documents. The WG is expected to pay attention to the objectives and requirements of the other policy documents of the NILG and make sure that the Training Plan is consistent with other policy documents. The Training Plan also needs to be reflected to the Annual Plan of the NILG.

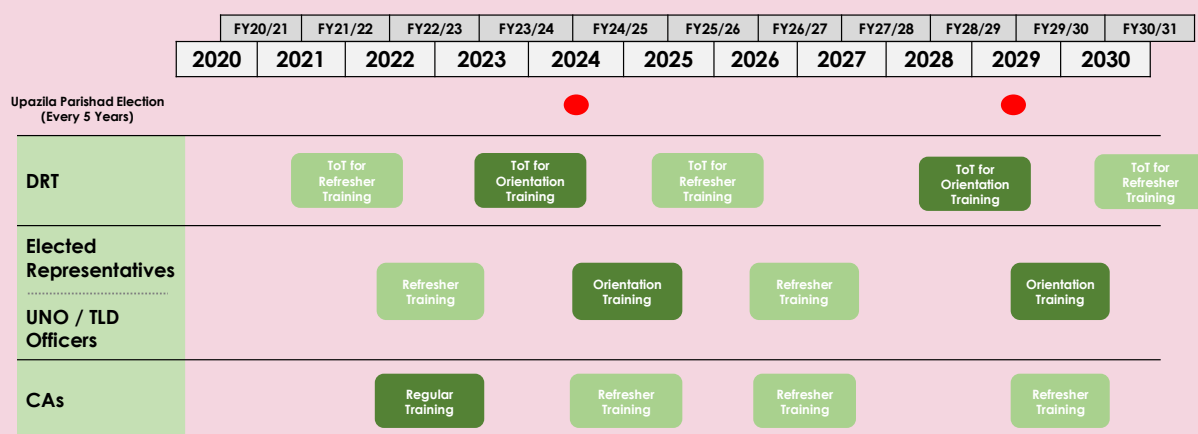
As mentioned in [1.3.3 Training Targets], GoB has a plan of recruitment and deployment of Assistant Accounts Officers (AAOs) to Upazilas. NILG is expected to pay attention to its situation and once the plan is clear, AAOs should be considered as one of the training targets. The existing training plan may be amended accordingly.

#### **4.4. Formulation of the Training Plan for the Next Decade**

Though the Training Plan covers the period between 2020 and 2030, the capacity development of Upazila functionaries needs to be implemented continuously in future even beyond 2030. The WG is expected to review the results of the implementation of the Training Plan in 2030, and then formulate another Training Plan for Upazila functionaries for the next decade based on the lessons learned toward 2041 which is the end year of the target period of the Strategy.

## Chapter 5 Roadmap and Action Plans for the Training Delivery

The timing of the provision of the training to the Upazila functionaries until 2030 is planned as shown below.



**Figure 7: Overview of the Training Calendar for Upazila Functionaries until 2030**

It should be noted that the next Upazila Parishad election will be conducted in 2024 and then in 2029 since the Upazila Parishad election is conducted every 5 (five) years as stipulated in the Upazila Parishad Election Rules (1998, amended in 2013).

Therefore, the first ToT for the Orientation Training to DRTs should be conducted in FY23/24 before the Upazila election to be held in 2024. And the Orientation Training to elected representatives and UNOs/TLD officers is set to be conducted in FY24/25 soon after the Upazila election. Next ToT for the Orientation Training for DRTs should be conducted in FY28/29 before the Upazila election in 2029, and the Orientation Training for elected representatives and UNOs/TLD officers shall be held in FY29/30 soon after the election.

The first Refresher Training to elected representatives, UNOs/TLD officers should be conducted in FY22/23<sup>7</sup>. Prior to that, the first ToT for refresher training to DRTs shall be conducted in FY21/22. Next ToT for the Refresher Training to DRTs shall be in FY25/26 and the Refresher Training for elected representatives and UNOs/TLD officers should be in FY26/27.

The training courses (Regular Training and Refresher Training) to CAs should be conducted in line with the five (5) years of Upazila election cycle as the training of elected representatives. This provide the CAs with the opportunity to update their knowledge base on the Upazila governance same as Chairman, Vice-Chairs, and UNOs whom they serve to. The first training to CAs should be delivered as a Regular Training and the follow-up training should be delivered as Refresher Training.

Training courses should be designed and implemented considering the requirement of related training policies and strategies such as Public Administration Training Policy issued by MoPA.

<sup>7</sup> UGDP conducts “Basic Training on Upazila Parishad Plan and Service Delivery for Upazila Parishad Functionaries” for elected representatives of Upazila Parishads who were elected through the Upazila Parishad election conducted in 2019, Union Parishad Chairmen, UNO, and other TLD officers of all the 492 Upazilas (12 from each Upazila) in FY19/20 as orientation training to them.

### 5.1. Training to District Resource Teams (DRTs) [Strategy 1 / Strategy 2 / Strategy 3]

Key actions to be taken by the NILG and its roadmap for the ToT for Orientation Training and Refresher Training to District Resource Teams (DRTs) is shown in the table below.

**Table 19: Actions Plans for the ToT to DRTs**

No.	Action Item	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30
1	Arrangement for the formation of DRT in all the districts	→										
2	Preparation of training course design of the <b>ToT for the Refresher Training to DRTs</b>	→										
3	Development of training materials for the <b>ToT for the Refresher Training to DRTs</b>	→										
4	Implementation of the <b>ToT for the Refresher Training to DRTs</b>											
5	Updating and revision of the training materials for the <b>ToT for the Refresher Training to DRTs</b>				→	→			→	→		
6	Preparation of training course design for the <b>ToT for the Orientation Training to DRTs</b>		→									
7	Development of training materials for the <b>ToT for the Orientation Training to DRTs</b>		→									
8	Implementation of the <b>ToT for the Orientation Training to DRTs</b>											
9	Updating and revision of the training materials for the <b>ToT for the Orientation Training to DRTs</b>					→	→				→	

### 5.2. Training to Elected Representatives, and UNO/other Officers of Transferred Line Departments [Strategy 1 / Strategy 2 / Strategy 3]

Key actions to be taken by the NILG and its roadmap for the training to elected representative, UNO and other officers of TLDs for the Orientation Training and Refresher Training is shown in the Table below.

**Table 20: Actions Plans for the Training to Elected Representatives, UNO/TLDs Officers**

No.	Action Item	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30
1	Preparation of training course design for the <b>Refresher Training to Elected Representatives, UNO/TLD Officers</b>		→									
2	Development of training materials for the <b>Refresher Training to Elected Representatives, UNO/TLD Officers</b>		→									

No.	Action Item	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30
3	Implementation of the <b>Refresher Training to Elected Representatives, UNO/TLD Officers</b>											
4	Updating and revision of the training materials for the <b>Refresher Training to Elected Representatives, UNO/TLD Officers</b>											
5	Preparation of training course design for the <b>Orientation Training to Elected Representatives, UNO/TLD Officers</b>											
6	Development of training materials for the <b>Orientation Training to Elected Representatives, UNO/TLD Officers</b>											
7	Implementation of the <b>Orientation Training to Elected Representatives, UNO/TLD Officers</b>											
8	Updating and revision of the training materials for the <b>Orientation Training to Elected Representatives, UNO/TLD Officers</b>											
9	Monitoring the delivery of the <b>Training to Elected Representatives and UNO/TLD Officers</b> by DRTs											

### 5.3. Training to CA to Chairman / CA to UNO [Strategy 3]

Key actions to be taken by the NILG and its roadmap for the Training to CAs is shown in the Table below.

**Table 21: Actions Plans for the Training to CA to Chairman / CA to UNO**

No.	Action Item	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30
1	Preparation of training course design for the <b>Regular Training</b>											
2	Development of training materials for the <b>Regular Training</b>											
3	Implementation of the <b>Regular Training</b>											
4	Preparation of the training course design for the <b>Refresher Training</b>											
5	Development of the training materials for the <b>Refresher Training</b>											
6	Implementation of the <b>Refresher Training</b>											
7	Updating and revision of the training materials for the <b>Refresher Training</b>											

## **Appendices**





## Cost Estimation for the Implementation of the Training Programs for Upazila Functionaries

[List of the Regular Training Course for the Upazila Functionaries]

Targets		Training Course Name
<b>A</b>	District Resource Teams (DRTs)	<b>A-1:</b> ToT for Orientation Training
		<b>A-2:</b> ToT for Refresher Training
<b>B</b>	Elected Representatives, UNOs and transferred line department officers	<b>B-1:</b> Orientation Training
		<b>B-1:</b> Refresher Training
<b>C</b>	CAs to Upazila Parishad Chairmen, and CAs to UNOs	<b>C-1:</b> Upazila Office Management (Regular Training)
		<b>C-2:</b> Upazila Office Management (Refresher Training)

\*Since the cost estimation shown in this Appendix-1 is based on particular preconditions of course design, the estimation amount varies when the preconditions change. When NILG plans to conduct the training courses, it is required to adjust the estimation based on socio-economic condition of the country at that time.

**A-1**
**Cost Estimation for ToT for Orientating Training for DRTs**

<b>Prerequisites</b>	
<b>Target</b>	<ol style="list-style-type: none"> <li>1. Deputy Director, Local Government (DDLG)</li> <li>2. Additional Deputy Commissioner (General)</li> <li>3. Deputy Director, Agriculture</li> <li>4. Executive Engineer, LGED</li> <li>5. Executive Engineer, DPHE</li> <li>6. Civil Surgeon</li> <li>7. Deputy Director, BRDB</li> <li>8. District Education Officer</li> <li>9. District Primary Education Officer</li> <li>10. District Relief and Rehabilitation Officer</li> <li>11. District Women Affairs Officer</li> <li>12. Deputy Director, Social Welfare</li> <li>13. Deputy Director, Youth Development</li> <li>14. Additional Superintendent of Police (nominated by Superintendent of Police)</li> </ol>
<b>Total Number of Trainees</b>	896 persons (14 officers x 64 districts)
<b>Number of Trainees in a Class</b>	42 trainees (3 districts)
<b>Number of Batches Required</b>	22 batches
<b>Duration</b>	3 days
<b>Venue</b>	NILG
<b>Timing of Training Implementation</b>	Prior fiscal year of the Upazila election

## Appendix - 1

(1) Cost to conduct one (1) batch of the training course

Particulars	Unit Rate (Tk)	Number	Quantity (persons)	Amount (Tk)	VAT Amount (Tk)	Total (Tk)	VAT (%)
<b>(1) Allowance and Accommodation</b>							
Participation allowance	1,000	3 days	42	126,000	0	126,000	
Travel allowance	1,000	2 times	42	84,000	0	84,000	
Accommodation	300	3 nights	42	37,800	5,670	43,470	15.0%
<b>Sub-total (1)</b>				<b>247,800</b>	<b>5,670</b>	<b>253,470</b>	
<b>(2) Honorarium for Resource Person, Training Materials</b>							
Honorarium for Resource person	3,000	15 sessions	N/A	45,000	0	45,000	
Bag	800	N/A	42	33,600	1,680	35,280	5.0%
Pen Drive	800	N/A	42	33,600	1,680	35,280	5.0%
Banner, Communication to participants and their organizations (Lumpsum)	3,000	N/A	N/A	3,000	150	3,150	5.0%
Training Material photocopy and binding (including 5 guests)	300	N/A	47	14,100	705	14,805	5.0%
<b>Sub-total (2)</b>				<b>129,300</b>	<b>4,215</b>	<b>133,515</b>	
<b>(3) Meals and Refreshment</b>							
Refreshments (Two times/day, including 5 guests)	80	6 times	47	22,560	1,692	24,252	7.5%
Lunch + Dinner + Breakfast (including 5 guests)	500	9 times	47	211,500	15,863	227,363	7.5%
Inaugural Refreshment (Lumpsum)	6,000	1 time	50	6,000	450	6,450	7.5%
Concluding Lunch/Dinner (including 5 guests)	450	1 time	47	21,150	1,586	22,736	7.5%
Water Bottle (5 bottles per day per person, including 5 guests)	15	17 times	47	11,985	599	12,584	5.0%
<b>Sub-total (3)</b>				<b>273,195</b>	<b>20,190</b>	<b>293,385</b>	
<b>Total Cost ( (1) + (2) + (3) )</b>				<b>650,295</b>	<b>30,075</b>	<b>680,370</b>	

680,370 Tk  $\approx$  **690,000 Tk** (per batch)

(2) Cost to cover all the DRTs

690,000 Tk (per batch) x 22 batches = **15,180,000 Tk**

**A-2**
**Cost Estimation for ToT for Refresher Training for DRTs**

<b>Prerequisites</b>	
<b>Target</b>	<ol style="list-style-type: none"> <li>1. Deputy Director, Local Government (DDLG)</li> <li>2. Additional Deputy Commissioner (General)</li> <li>3. Deputy Director, Agriculture</li> <li>4. Executive Engineer, LGED</li> <li>5. Executive Engineer, DPHE</li> <li>6. Civil Surgeon</li> <li>7. Deputy Director, BRDB</li> <li>8. District Education Officer</li> <li>9. District Primary Education Officer</li> <li>10. District Relief and Rehabilitation Officer</li> <li>11. District Women Affairs Officer</li> <li>12. Deputy Director, Social Welfare</li> <li>13. Deputy Director, Youth Development</li> <li>14. Additional Superintendent of Police (nominated by Superintendent of Police)</li> </ol>
<b>Total Number of Trainees</b>	896 persons (14 officers x 64 districts)
<b>Number of Trainees in a Class</b>	42 trainees (3 districts)
<b>Number of Batches Required</b>	22 batches
<b>Duration</b>	2 days
<b>Venue</b>	NILG
<b>Timing of Training Implementation</b>	2 years after the Upazila election

## Appendix -1

(1) Cost to conduct one (1) batch of the training course

Particulars	Unit Rate (Tk)	Number	Quantity (persons)	Amount (Tk)	VAT Amount (Tk)	Total (Tk)	VAT (%)
<b>(1) Allowance and Accommodation</b>							
Participation allowance	1,000	2 days	42	84,000	0	84,000	
Travel allowance	1,000	2 times	42	84,000	0	84,000	
Accommodation	300	2 night	42	25,200	3,780	28,980	15.0%
<b>Sub-total (1)</b>				<b>193,200</b>	<b>3,780</b>	<b>196,980</b>	
<b>(2) Honorarium for Resource Person, Training Materials</b>							
Honorarium for Resource person	3,000	10 sessions	N/A	30,000	0	30,000	
Bag	800	N/A	42	33,600	1,680	35,280	5.0%
Pen Drive	800	N/A	42	33,600	1,680	35,280	5.0%
Banner, Communication to participants and their organizations (Lumpsum)	3,000	N/A	N/A	3,000	150	3,150	5.0%
Training Material photocopy and binding (including 5 guests)	300	N/A	47	14,100	705	14,805	5.0%
<b>Sub-total (2)</b>				<b>114,300</b>	<b>4,215</b>	<b>118,515</b>	
<b>(3) Meals and Refreshment</b>							
Refreshments (Two times/day, including 5 guests)	80	4 times	47	15,040	1,128	16,168	7.5%
Lunch + Dinner + Breakfast (including 5 guests)	500	7 times	47	164,500	12,338	176,838	7.5%
Inaugural Refreshment (Lumpsum)	6,000	1 time	50	6,000	450	6,450	7.5%
Concluding Lunch/Dinner (including 5 guests)	450	1 time	47	21,150	1,586	22,736	7.5%
Water Bottle (5 bottles per day per person, including 5 guests)	15	13 times	47	9,165	458	9,623	5.0%
<b>Sub-total (3)</b>				<b>215,855</b>	<b>15,960</b>	<b>231,815</b>	
<b>Total Cost ( (1) + (2) + (3) )</b>				<b>523,355</b>	<b>23,955</b>	<b>547,310</b>	

547,310 Tk  $\approx$  550,000 Tk (per batch)

(2) Cost to cover all the DRTs

550,000 Tk (per batch) x 22 batches = **12,100,000 Tk**

<b>B-1</b>	<b>Cost Estimation for Orientation Training for Elected Representatives, UNO and transferred line department officers</b>
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<b>Prerequisites</b>	
<b>Target</b>	<ol style="list-style-type: none"> <li>1. Upazila Parishad Chairman</li> <li>2. Upazila Vice-Chair</li> <li>3. Upazila Female Vice-Chair</li> <li>4. Upazila Nirbahi Officer</li> <li>5. Upazila Engineer (LGED)</li> <li>6. <span style="font-size: 3em; vertical-align: middle;">{</span></li> <li>7. <span style="font-size: 3em; vertical-align: middle;">{</span></li> <li>8. <span style="font-size: 3em; vertical-align: middle;">{</span></li> <li>9. <span style="font-size: 3em; vertical-align: middle;">{</span></li> </ol> <div style="text-align: center; margin-top: 10px;">Other 4 Upazila officers of TLDs</div>
<b>Total Number of Trainees</b>	4,428 persons (9 persons x 492 Upazilas)
<b>Number of Trainees in a Class</b>	<p>Depends on Upazila</p> <p>For estimation purpose, following typical district is assumed.</p> <ul style="list-style-type: none"> <li>-Number of Upazilas in the District: 8 Upazilas</li> <li>-Number of batches to be conducted: 2 times</li> <li>-Number of trainees in a class: 36 persons (4 Upazilas)</li> </ul>
<b>Duration</b>	3 days
<b>Venue</b>	District office or another venue available in the district
<b>Timing of Training Implementation</b>	Soon after the Upazila election

(1) Cost for a district to conduct one (1) batches of the training course

## Appendix -1

Particulars	Unit Rate (Tk)	Number	Quantity (persons)	Amount (Tk)	VAT Amount (Tk)	Total (Tk)	VAT (%)
<b>(1) Allowance and Accommodation</b>							
Participation allowance	500	3 days	36	54,000	0	54,000	
Travel allowance	500	3 days	36	54,000	0	54,000	
Accommodation (Approximately)	600	3 nights	36	64,800	9,720	74,520	15.0%
<b>Sub-total (1)</b>				<b>172,800</b>	<b>9,720</b>	<b>182,520</b>	
<b>(2) Honorarium for Resource Person, Training Materials</b>							
Honorarium for Resource person	3,000	15 sessions	N/A	45,000	0	45,000	
Bag	800	N/A	36	28,800	1,440	30,240	5.0%
Pen Drive	800	N/A	36	28,800	1,440	30,240	5.0%
Banner, Communication to participants and their organizations (Lumpsum)	2,000	N/A	N/A	2,000	100	2,100	5.0%
Training Material photocopy and binding (including 5 guests)	300	N/A	41	12,300	615	12,915	5.0%
<b>Sub-total (2)</b>				<b>116,900</b>	<b>3,595</b>	<b>120,495</b>	
<b>(3) Meals and Refreshment</b>							
Refreshments (Two times/day, including 5 guests)	80	6 times	41	19,680	1,476	21,156	7.5%
Lunch + Dinner + Breakfast (including 5 guests)	500	9 times	41	184,500	13,838	198,338	7.5%
Inaugural Refreshment (Lumpsum)	4,000	1 time	41	4,000	300	4,300	7.5%
Concluding Lunch (including 5 guests)	400	1 time	41	16,400	1,230	17,630	7.5%
Water Bottle (5 bottles per day per person, including 5 guests)	15	17 times	41	10,455	523	10,978	5.0%
<b>Sub-total (3)</b>				<b>235,035</b>	<b>17,366</b>	<b>252,401</b>	
<b>Total Cost ( (1) + (2) + (3) )</b>				<b>524,735</b>	<b>30,681</b>	<b>555,416</b>	

555,416 Tk  $\approx$  **560,000 Tk** (per batch)

(2) Cost for a district to conduct two (2) batches of the training course  
 560,000 Tk (per batch) x 2 batches = **1,120,000 Tk**

(3) Cost to cover all the Upazilas  
 1,120,000 Tk x 64 districts = **71,680,000 Tk**

**B-2**
**Cost Estimation for Refresher Training for Elected Representatives, UNO and transferred line department officers**

<b>Prerequisites</b>	
<b>Target</b>	<ol style="list-style-type: none"> <li>1. Upazila Parishad Chairman</li> <li>2. Upazila Vice-Chair</li> <li>3. Upazila Female Vice-Chair</li> <li>4. Upazila Nirbahi Officer</li> <li>5. Upazila Engineer (LGED)</li> <li>6. <span style="font-size: 3em; vertical-align: middle;">{</span></li> <li>7. <span style="font-size: 3em; vertical-align: middle;">{</span></li> <li>8. <span style="font-size: 3em; vertical-align: middle;">{</span></li> <li>9. <span style="font-size: 3em; vertical-align: middle;">{</span></li> </ol> <div style="text-align: center; margin-top: 10px;">             Other 4 Upazila officers of TLDs           </div>
<b>Total Number of Trainees</b>	4,428 persons (9 persons x 492 Upazilas)
<b>Number of Trainees in a Class</b>	Depends on Upazila For estimation purpose, following typical district is assumed. -Number of Upazilas in the District: 8 Upazilas -Number of batches to be conducted: 2 times -Number of trainees in a class: 36 persons (4 Upazilas)
<b>Duration</b>	2 days
<b>Venue</b>	district office or another venue available in the district
<b>Timing of Training Implementation</b>	3 years after the Upazila election

(1) Cost for a district to conduct one (1) batches of the training course



## Appendix -1

Particulars	Unit Rate (Tk)	Number	Quantity (persons)	Amount (Tk)	VAT Amount (Tk)	Total (Tk)	VAT (%)
<b>(1) Allowance and Accommodation</b>							
Participation allowance	500	2 days	36	36,000	0	36,000	
Travel allowance	500	2 days	36	36,000	0	36,000	
Accommodation (Approximately)	600	2 nights	36	43,200	6,480	49,680	15.0%
<b>Sub-total (1)</b>				<b>115,200</b>	<b>6,480</b>	<b>121,680</b>	
<b>(2) Honorarium for Resource Person, Training Materials</b>							
Honorarium for Resource person	3,000	10 sessions	N/A	30,000	0	30,000	
Bag	800	N/A	36	28,800	1,440	30,240	5.0%
Pen Drive	800	N/A	36	28,800	1,440	30,240	5.0%
Banner, Communication to participants and their organizations (Lumpsum)	2,000	N/A	N/A	2,000	100	2,100	5.0%
Training Material photocopy and binding (including 5 guests)	300	N/A	41	12,300	615	12,915	5.0%
<b>Sub-total (2)</b>				<b>101,900</b>	<b>3,595</b>	<b>105,495</b>	
<b>(3) Meals and Refreshment</b>							
Refreshments (Two times/day, including 5 guests)	80	4 times	41	13,120	984	14,104	7.5%
Lunch + Dinner + Breakfast (including 5 guests)	500	7 times	41	143,500	10,763	154,263	7.5%
Inaugural Refreshment (Lumpsum)	4,000	1 time	41	4,000	300	4,300	7.5%
Concluding Lunch (including 5 guests)	400	1 time	41	16,400	1,230	17,630	7.5%
Water Bottle (5 bottles per day per person, including 5 guests)	15	13 times	41	7,995	400	8,395	5.0%
<b>Sub-total (3)</b>				<b>185,015</b>	<b>13,676</b>	<b>198,691</b>	
<b>Total Cost ( (1) + (2) + (3) )</b>				<b>402,115</b>	<b>23,751</b>	<b>425,866</b>	

425,866 Tk  $\approx$  **430,000 Tk** (per batch)

(2) Cost for a district to conduct two (2) batches of the training course  
 430,000 Tk (per batch) x 2 batches = **860,000 Tk**

(3) Cost to cover all the Upazilas  
 860,000 Tk x 64 districts = **55,040,000 Tk**

**C-1**

## Cost Estimation for Upazila Office Management (Regular Training) for CA to Upazila Parishad Chairman, and CA to UNO

Prerequisites	
Target	1. CA to Upazila Parishad Chairman 2. CA to UNO
Total Number of Trainees	984 persons (2 CAs x 492 districts).
Number of Trainees in a Class	50 trainees (25 Upazilas)
Number of Batches Required	20 batches
Duration	3 days
Venue	NILG
Timing of Training Implementation	Within a year after the Upazila election

(1) Cost for a district to conduct one (1) batches of the training course

Particulars	Unit Rate (Tk)	Number	Quantity (persons)	Amount (Tk)	VAT Amount (Tk)	Total (Tk)	VAT (%)
<b>(1) Allowance and Accommodation</b>							
Participation allowance	1,000	3 days	50	150,000	0	150,000	
Travel allowance	1,000	2 times	50	100,000	0	100,000	
Accommodation	300	3 nights	50	45,000	6,750	51,750	15.0%
<b>Sub-total (1)</b>				<b>295,000</b>	<b>6,750</b>	<b>301,750</b>	
<b>(2) Honorarium for Resource Person, Training Materials</b>							
Honorarium for Resource person	3,000	15 sessions	N/A	45,000	0	45,000	
Bag	800	N/A	50	40,000	2,000	42,000	5.0%
Pen Drive	800	N/A	50	40,000	2,000	42,000	5.0%
Banner, Communication to participants and their organizations (Lumpsum)	3,000	N/A	N/A	3,000	150	3,150	5.0%
Training Material photocopy and binding (including 5 guests)	300	N/A	55	16,500	825	17,325	5.0%
<b>Sub-total (2)</b>				<b>144,500</b>	<b>4,975</b>	<b>149,475</b>	
<b>(3) Meals and Refreshment</b>							
Refreshments (Two times/day, including 5 guests)	80	6 times	55	26,400	1,980	28,380	7.5%
Lunch + Dinner + Breakfast (including 5 guests)	500	9 times	55	247,500	18,563	266,063	7.5%
Inaugural Refreshment (Lumpsum)	6,000	1 time	58	6,000	450	6,450	7.5%
Concluding Lunch/Dinner (including 5 guests)	450	1 time	55	24,750	1,856	26,606	7.5%
Water Bottle (5 bottles per day per person, including 5 guests)	15	17 times	55	14,025	701	14,726	5.0%
<b>Sub-total (3)</b>				<b>318,675</b>	<b>23,550</b>	<b>342,225</b>	
<b>Total Cost ( (1) + (2) + (3) )</b>				<b>758,175</b>	<b>35,275</b>	<b>793,450</b>	

793,450 Tk  $\approx$  **800,000 Tk** (per batch)

(2) Cost to conduct all the Batches

800,000 Tk (per batch) x 20 batches = **16,000,000 Tk**

**C-2**

## Cost Estimation for Upazila Office Management (Refresher Training) for CA to Upazila Parishad Chairman, and CA to UNO

Prerequisites	
Target	1. CA to Upazila Parishad Chairman 2. CA to UNO
Total Number of Trainees	984 persons (2 CAs x 492 districts)
Number of Trainees in a Class	50 trainees (25 Upazilas)
Number of Batches Required	20 batches
Duration	2 days
Venue	NILG
Timing of Training Implementation	In the third year after the Upazila election

(1) Cost for a district to conduct one (1) batches of the training course

Particulars	Unit Rate (Tk)	Number	Quantity (persons)	Amount (Tk)	VAT Amount (Tk)	Total (Tk)	VAT (%)
<b>(1) Allowance and Accommodation</b>							
Participation allowance	1,000	2 days	50	100,000	0	100,000	
Travel allowance	1,000	2 times	50	100,000		100,000	
Accommodation	300	2 nights	50	30,000	4,500	34,500	15.0%
<b>Sub-total (1)</b>				<b>230,000</b>	<b>4,500</b>	<b>234,500</b>	
<b>(2) Honorarium for Resource Person, Training Materials</b>							
Honorarium for Resource person	3,000	10 sessions	N/A	30,000	0	30,000	
Bag	800	N/A	50	40,000	2,000	42,000	5.0%
Pen Drive	800	N/A	50	40,000	2,000	42,000	5.0%
Banner, Communication to participants and their organizations (Lumpsum)	3,000	N/A	N/A	3,000	150	3,150	5.0%
Training Material photocopy and binding (including 5 guests)	300	N/A	55	16,500	825	17,325	5.0%
<b>Sub-total (2)</b>				<b>129,500</b>	<b>4,975</b>	<b>134,475</b>	
<b>(3) Meals and Refreshment</b>							
Refreshments (Two times/day, including 5 guests)	80	4 times	55	17,600	1,320	18,920	7.5%
Lunch + Dinner + Breakfast (including 5 guests)	500	7 times	55	192,500	14,438	206,938	7.5%
Inaugural Refreshment (Lumpsum)	6,000	1 time	58	6,000	450	6,450	7.5%
Concluding Lunch/Dinner (including 5 guests)	450	1 time	55	24,750	1,856	26,606	7.5%
Water Bottle (5 bottles per day per person, including 5 guests)	15	13 times	55	10,725	536	11,261	5.0%
<b>Sub-total (3)</b>				<b>251,575</b>	<b>18,600</b>	<b>270,175</b>	
<b>Total Cost ( (1) + (2) + (3) )</b>				<b>611,075</b>	<b>28,075</b>	<b>639,150</b>	

639,150 Tk  $\approx$  **640,000 Tk** (per batch)

(2) Cost to conduct all the Batches

640,000 Tk (per batch) x 20 batches = **12,800,000 Tk**

## Appendix - 1

### [Cost Estimation Summary of the Training Program for Upazila Functionaries from FY20/21 to FY29/30]

(BDT)

	ToT for DRTs		Training for Elected Representatives, UNO and TLD Officers		Training for CAs		Total
	Orientation	Refresher	Orientation	Refresher	Regular	Refresher	
FY20/21							0
FY21/22		12,100,000					12,100,000
FY22/23				55,040,000	16,000,000		71,040,000
FY23/24	15,180,000						15,180,000
FY24/25			71,680,000			12,800,000	84,480,000
FY25/26		12,100,000					12,100,000
FY26/27				55,040,000		12,800,000	67,840,000
FY27/28							0
FY28/29	15,180,000						15,180,000
FY29/30			71,680,000			12,800,000	84,480,000
<b>Total</b>	<b>30,360,000</b>	<b>24,200,000</b>	<b>143,360,000</b>	<b>110,080,000</b>	<b>16,000,000</b>	<b>38,400,000</b>	<b>362,400,000</b>