# Manual

# For Upazila Integrated Development Planning

**(To be used as a training material only)**

Upazila Integrated Capacity Development Project (UICDP)

Japan International Cooperation Agency (JICA)

2022

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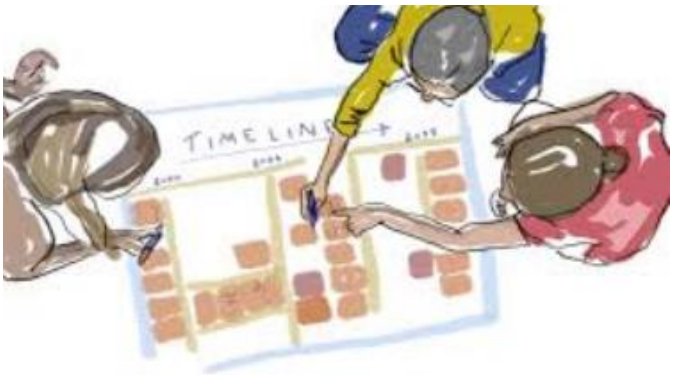
## Abbreviations and Acronyms

| | |
|---|---|
| ADP | Annual Development Program |
| AP | Annual plan |
| CSO | Civil Society Organization |
| DC | Deputy Commissioner |
| DDLG | Deputy Director, Local Government |
| DLG | Director, Local Government |
| FY | Fiscal year |
| FYP | Five-year plan |
| GOB | Government of Bangladesh |
| LGI | Local Government Institutions |
| LGD | Local Government Division |
| MDG | Millennium Development Goals |
| M&E | Monitoring and Evaluation |
| MoLGRD&C | Ministry of Local Government, Rural Development and Cooperatives |
| MP | Member of Parliament |
| NGO | Non-governmental organizations |
| NILG | National Institute of Local Government |
| PSC | Project Selection Committee |
| PDCA | Plan-Do-Check-Act |
| SDG | Sustainable Development Goals |
| TGP | Technical Group for Planning |
| TLD | Transfer Line Department |
| TLCC | Town Level Co-ordination Committee |
| UDCC | Union Development Co-ordination Committee |
| UCFBPLRM | Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization |
| UNO | Upazila Nibrahi Officer |
| UP | Union Parishad |
| UZP | Upazila Parishad |

## Introduction

"**The Manual for Upazila Integrated Development Planning**" (hereinafter called the "**Manual**") is intended to help the users to have a better understanding of the comprehensive and integrated development planning process at the Upazila level in Bangladesh. The Manual has been developed in line with the **Guidelines for Upazila Integrated Development Planning,** 2021 (hereinafter called the **Guidelines**) which was updated from the Guidelines for preparation and implementation of development plan for Local Government Institutions, 2014 and taking into account the current existing development needs and challenges at the Upazila level.

Formulation of development plans at the Upazila level is a relatively recent phenomenon. The Constitution of Bangladesh (Articles 59 and 60) provides the scope for the formulation of economic development plans at the local level. In the light of the provisions of the Constitution, the law was later enacted in the National Parliament and a legal obligation was laid down to formulate development plans at different levels of local government (Union Parishad, Upazila Parishad, Zila Parishad, Pourashava and City Corporation). Nevertheless, the legal obligation of development planning has been taken into cognizance much later and also to a limited extent by different local government institutions at different tiers. On the other hand, the national planning agency as well as all development and service providing agencies of the national government also did not make any serious attempt to specifically focus on or push through the implementation of the planning and service delivery mandates of the LGIs. There is no denying the fact that formulating a proper five-year development plan will have a significant bearing on rejuvenating developmental activities at the grass-root level Including Upazila. It is also important to understand that there is a dire need for all LGIs to prepare integrated development plans- but it is imperative for the Upazila Parishad to do that given their Structural, jurisdictional uniqueness and functional mandates. However, at present, there exists no manual to guide the Upazila level stakeholders with regard to the formulation, implementation and monitoring of their development plans. Given that, the current manual will immensely help serving that purpose.



The Guidelines are intended to facilitate a comprehensive and integrated development planning mechanisms and processes at the Upazila level in Bangladesh, where it is imperative that a) Upazila development planning is adequately coordinated towards achieving the common strategic development directions guided by the Perspective Plan 2010-2021 as well as those of the Eighth Five-Year Plan (07/20-06/25); and b) Upazila development needs and opportunities, including those of Unions and Paurashavas, are assessed, identified and adequately integrated into the sectoral and national development plans. The Guidelines are also

meant to facilitate the activities of all development actors operating at the local level (including CSOs, PSO, and communities) to effectively participate in and contribute to the achievements of the common strategic development directions and goals of the local government institutions.

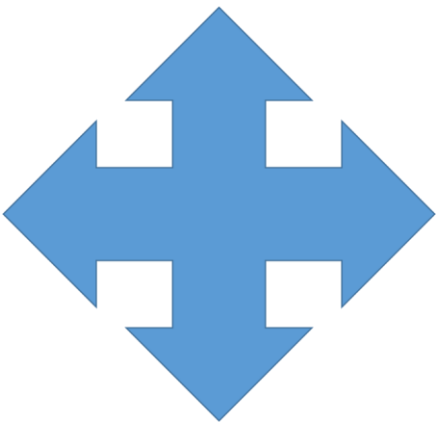
The current Guidelines issued by the LGD will be periodically reviewed and updated. When any need arises, it shall be revised. In accordance with the aforementioned revisions, the Manual will also be simultaneously updated.

**Why do we need "the Manual for Upazila Integrated Development Planning"?**

In conformity with the Guidelines, the present **Manual** is designed to use in various stages of development planning related activities at Upazila level. The following are more specific **objectives and purposes of the Manual**:

a) Provide the different stakeholders with the basis of user-friendly training contents with a view to enable them to participate in contribute to the development initiatives at the Upazila level.
b) Make the users better understand the basic principles to be followed in development planning and a simple but comprehensive and integrated framework for Upazila development planning cycle (e.g. formulation, implementation, M&E and reporting).
c) Introduce the users to overall concepts and principles of a Five-Year Plan (FYP) and an Annual Plan (AP) at the Upazila level which include the key contents, steps and processes based on the existing legal framework.
d) Help the users having a better understanding of the result-based management. Thereby Upazila's development plans shall be more result based and measurable and also aligned such plan with the goals of the national development plans.
e) Provide the users with some practical steps and recommendations to be followed at the stage of implementation, monitoring and evaluation and reporting of Upazila development plans by establishing an institutional framework with a focus on ensuring accountability, transparency and sustainability.

Upazila Parishads are the middle tier local government institutions, the Manual shall especially emphasize the importance of vertical and horizontal linkages and collaboration with central, regional and local government institutions. The vertical linkages refer to the Upazila development plans being aligned not only with the overall national development's strategic directions and sectoral development goals and perspective plans, but also with the development initiatives of the Unions and the Paurashavas. This contributes to the conformity with and of the Upazila development plans with the national and district plans as well as the Unions/Paurashavas' plans. On the other hand, the horizontal linkages refer to the Upazila development plans being linked with other development activities initiated by other sources (e.g. other development resources from national development via the Transferred



Line Departments (TLDs), Paurashavas, Unions, NGOs, CSOs, and private sector). It is estimated that development funds managed typically by an Upazila Parishad are approximately 5-7% of the total development resources spent in that Upazila. Given the above, it is especially very important that the Upazila development plans create maximum synergies and avoid duplications between development initiatives funded under the Upazila development plans and national development plans. This can be done by ensuring close coordination between the TLDs and the Upazila Parishad at the Upazila level.

Horizontal linkages also need to be extended to other stakeholders, such as non-governmental organizations (NGOs), civil society organizations (CSOs), the private sector and the citizens in general. The Manual also stresses the importance of result-based management in order to ensure that the plans are set to achieve the expected targets and outcomes and thereby ultimately attain the original goals and objectives. It is important to note that the progress of this attainment of the goals and objectives need to be assessed against the measurable indicators which are set at the time of formulation of development plans.

**Who are going to use "the Manual for Upazila Development Plans"?**

Key users of the Manual will be elected people's representatives of Upazila Parishad and transferred line department officials at the Upazila level. The following are the specific categories of the users of the Manual:

a) Members of the Upazila Parishads including Upazila Chairmen, Vice Chairs, Paurashava Mayors, Union Chairmen.
b) Upazila Nirbahi Officers (UNOs)
c) Members of the Upazila Committees especially the Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization (UCFBPLRM), members of the Technical Group for Planning (TGP)[1] and members of the Project Selection Committee (PSC).
d) Officials of the Transferred Line Departments (TLDs).
e) Hon'ble Members of the Parliament (MPs), being an advisor to the Upazila Parishads.
f) Local Government Division (which is responsible for instructing relating to development plan at Upazila level).
g) Ministry of Local Government, Rural Development & Cooperatives (MoLGRD&C) that is responsible for offering administrative support and technical advice.
h) Other line Ministries responsible for implementing sector development projects at the Upazila level through TLDs.
i) Facilitators and trainers of the NILG and other training institutions which provide training to local government's elected representatives, officials, the private sector, NGOs/CSOs and also general public.

[1] Please refer to "Technical Group for Planning (TGP)" on Page __ of the Guidelines for Upazila Development Planning for details.

The Guidelines may be also used by other stakeholders. They include:

j) Civil society organizations (CSOs), non-governmental organizations (NGOs), religious organizations, and community-based organizations.
k) Private sector and enterprises which are willing to integrate their activities into local government development plans.
l) Citizens who are required to participate in the primary stages of the planning process and whose needs form the basic foundation of the local government's development plans.
m) Development partners focusing on and dealing with development planning and its implementation at the Upazila level.

**How is the Manual organized?**

In line with the Guidelines for Upazila Development Planning, the Manual contains the following chapters:

**Chapter One** introduces overall concepts of development planning, development planning cycle and result based management. They include the basic information of what, why, how, with whom, etc. with regard to the principles of development planning.

**Chapter Two** describes the different types of development plans in Bangladesh and their linkages and complementarity with the development plans at the Upazila level. It also highlights the key legal and policy frameworks in Bangladesh underpinning the introduction of development planning at the Upazila level. The current legal regimes define the roles and responsibilities of Upazila Parishad in development planning. Furthermore, the chapter also describes the institutional framework for managing development planning cycle at the Upazila level.

**Chapter Three** provides the contents and focuses on critically important processes and timelines and work plan for formulating the FYP. It also describes recommends institutional mechanisms for establishing the vertical and horizontal linkages and collaboration within Upazila Parishad and also between Upazila Parishads and other LGIs and entities. Further it emphasizes that Upazila is to establish and manage a development planning cycle, including preparation, formulation, implementation, monitoring and evaluation (M&E) and reporting to meet its transparency and accountability throughout the processes.

**Chapter Four** introduces the contents, key steps, procedures and timelines for formulating the AP. It also focuses on the institutional frameworks to be established in formulating the AP to manage the AP programme cycle (e.g. implementation, M&E and reporting).

In addition to those chapters, to the extent possible, the Manual also contains several key formats and examples for the users to use in the training as well as undertaking real development planning cycle.

# Chapter One: Concepts of Development Planning Cycle, Result Based Management and PDCA Cycle

This chapter explains the basic concepts and principles of development planning cycle and result based management. As formulation of Upazila development plans is relatively a new practice for the local government and the people at the Upazila level. Therefore, it is very important to understand the key concepts and principles of development planning and strategy prior to formulation and implementation of development plans and related initiatives.

## 1.1. Basic elements/issues relevant to development planning: what, why, how and with whom?

When the Constitutions and the Upazila Act, 1998 (Amended 2009, 2011 and 2015) clearly state that Upazila Parishads are fully responsible for their development plans, it becomes a mandatory requirement for Upazila Parishads to formulate their own development plans. In this context, it is important to understand the basic principles of development planning.

The following are the basic elements for development planning at the national level in terms of what, why, how and with whom. These elements are relevant for and applicable to each respective level of the local government institutions including the Upazila Parishads.

### 1.1.1. What is development planning?

Development planning is a set of the processes of decision-making and actions for overall sustainable development strategy of a given area or a territory. It shall be formulated in conformity with social, economic and environmental prospects of the area or territory.

At the Upazila level, this principle remains the same that development planning is a set of Upazila's processes for decision-making and actions that determine the overall direction for social, economic and environmental development of the Upazila and its citizens.

### 1.1.2. Why development planning is important?

Development planning is important as it provides vision of a given nation which the Government shall collectively aim to achieve for the nation and its people.

Similarly, at the Upazila level, development planning provides its vision which the Upazila shall aim to achieve for itself and the people by utilizing vertical and horizontal linkages and collaboration.

### 1.1.3. How development plans are made?

Based on a long-term vision, a five-year plan (FYP) is formulated as a medium-term framework for a nation to achieve its concrete development goals. And with a view to achieve the medium and long-term development goals, the government needs to create its development strategy and allocate its financial and human resources most effectively

and efficiently. An annual plan (AP) can be formulated to correspond to any given fiscal year in order to realize the goals of the five-year plan.

It is important to keep in mind the above principles while formulating the Five-Year and Annual Development Plans at the Upazila level.

### 1.1.4. With whom development plans are made?

Development plans need to be people-centered. Thus, citizens must be consulted before and during the preparatory phases of development planning and these consultations will help getting citizen's feedback about local needs and also their endorsement of the plans. Once this endorsement is sought and given, it is expected that the citizens would be motivated to contribute to the attainment of the goals envisaged in the plans. Besides, the citizens may then spontaneously take the ownership and responsibility for monitoring the outcomes of the plans, evaluate the results and also assess its impact at the end.

Being a local government institution, which is situated closer to the communities, Upazilas are in an advantageous position to adopt more inclusive and participatory approaches reflecting the development needs and challenges of the citizens into their FYPs and APs.

### 1.1.5. What is the concept of development planning cycle?

A common goal of development planning and strategy is to improve people's lives. Once formulated, development plans need to be implemented; then, monitored and evaluated against the set goals, objectives and indicators. The lessons learnt are then fed-back into the next development plans. Good development planning, therefore, is not a one-time exercise, rather, it involves a whole cyclical process of planning, implementation, monitoring& evaluation (M&E), learning and feeding back to the next plans as mentioned already. In order to manage the development planning cycle, it is also important to have a good institutional framework supported by sufficient financial and human resources.

## 1.2. What is result-based management (RBM)?

Good development plans and strategies must lead to tangible and concrete development results. Thus "**managing for development results**" applies the same basic concepts of "**results-based management(RBM)**"which entails good planning, monitoring, evaluation, learning and feeding back to planning.

Managing for development results is also an effort to **respond to the growing demands for accountability to people** on how resources are used, what results are achieved, and how appropriate these results are in bringing about desired changes in local development. This approach **encourages development partners to focus on building partnerships and collaboration and ensure greater synergy and synergy and coherence**. Similarly, it **promotes stronger focus on sustainability** through measures that enhance collective ownership and capacity development.

Managing for development results is nothing but RBM in action. It is oriented not only towards the external environment and results that are important for the country but also towards any changes in people's performances and livelihoods.

Achieving development results, as most realize, is often much more difficult than our anticipation. To achieve development results and changes in the quality of people's lives, governments often develop a number of different plans, strategies, programmes and projects. These typically include:

- A National Development Plan or Poverty Reduction Strategy
- Sector-based development plans
- Monitoring and evaluation (M&E) frameworks and evaluation plans
- Development and management work plans
- Office and unit specific plans
- Project documents and annual work plans

However, good intentions, large programmes and projects, and lots of financial resources are not sufficient to secure development results. The quality of those plans, programmes and projects, and how well resources are actually utilized, are the most critical factors for success.

To enhance the **chances of success**, attention needs to be placed on some of the common areas of weaknesses in programmes and projects. Four main areas where focus of attention is to be given are as follows:

1. **Scope of Plan/Planning definition:** The FYP has a greater chance of success when the goals, strategies, and scope of the FYP are properly defined and clarified. This reduces the likelihood of experiencing major challenges during implementation.
2. **Stakeholder involvement:** Higher and wider engagements of citizens, stakeholders and development partners in phases of planning are critical success factors in this regard.
3. **Communication and dissemination of information**: Devising good communication and information sharing strategies result in strong stakeholders' buy-in and mobilization. Additionally, communication improves clarity on expectations, roles and responsibilities, as well as information on progress and performance. This clarity helps to ensure optimum use of resources.
4. **Monitoring and evaluation (M&E)**: The FYP with strong monitoring and evaluation components tends to stay on track. Additionally, problems can be easily be detected earlier, which reduces the likelihood of having major cost overruns or time delays later.

Good planning, combined with effective monitoring and evaluation, can play a vital role in enhancing the effectiveness of development plans and programmes and projects. Good planning helps Upazilas to focus on the results that matter, while monitoring and evaluation help them learn from past successes and challenges and it also helps to make the informed decision by combining current and future initiatives which eventually contribute to improve people's lives and expand their choices.

### 1.2.1. What is planning?

Planning can be defined as the process of setting goals, developing strategies, outlining the implementation arrangements and allocating resources to achieve those goals. It is important to note that planning involves a number of different steps and processes:

- **Identifying the vision, goals and objectives** to be achieved;
- **Formulating the strategies** needed to achieve the vision and goals;
- **Determining and allocating the resources** (financial and other) required to achieve the vision and goals;
- **Outlining implementation arrangements**, which include the devising proper institutional arrangements, monitoring and evaluation of progress towards achieving the vision and goals.

There is an old saying, "failing to plan means nothing but planning to fail": while it is not always true that those who fail to plan will eventually fail in their endeavors, however, there are strong evidence to suggest that having a plan leads to greater effectiveness and efficiency. Not having a plan—whether for an office, programme or project—is in some ways similar to attempting to build a house without a blueprint, that is, it is very difficult to know how the house will look like, how much it will cost, how long it will take to build it, what resources will be required, and whether the finished product will satisfy the owner's needs. In short, planning helps Upazilas to define what the organization's plans or projects aim to achieve and how it should go about it.

### 1.2.2. What is monitoring?

Monitoring can be defined as the ongoing process in which stakeholders are obtaining regular feedback in order to update the progress being made towards achieving their goals and objectives. Contrary to many definitions that treat monitoring as merely reviewing progress made in implementing actions or activities, the definition used in the guidelines **focuses on reviewing progress against achieving goals or results**. In other words, monitoring in the guidelines is not only concerned with asking "is Upazila taking the necessary actions the Upazila mentioned earlier that it would take?" but also "is Upazila making progress on achieving the expected results that the Upazila mentioned earlier that it would achieve?" The difference between these two approaches is extremely important. A minimalist's approach to monitoring may focus on tracking projects and the use of the Upazila's resources. On the other hand, the maximalist's approach to monitoring involves tracking strategies and actions being taken by partners and non-partners, and figuring out what new strategies and actions need to be adopted to ensure progress towards the most important results.

### 1.2.3. What is evaluation?

Evaluation is a **rigorous and independent assessment** of either already completed or ongoing development activities to determine the extent to which they are on course in achieving the stated objectives. Evaluations, like monitoring, can apply to many things, including an activity, project, programme, strategy, policy, topic, theme, sector or

organization. The key distinction between the two is that evaluations are done independently to provide managers and staff with an objective assessment of whether or not they are on track. They are also more rigorous in their procedures, design and methodology, and generally involve more extensive analysis. On the other hand, monitoring is the systematic and routine collection of information about the programme's/project's activities. However, the aims of both monitoring and evaluation are very similar: to generate information that can **help making informed decisions, improve performance and achieve planned results**.

### 1.3. What is result based management (RBM)- putting planning, monitoring and evaluation together

Planning, monitoring and evaluation come together as a package in terms of RBM. RBM is defined as "a broad management strategy aimed at achieving improved performance and demonstrable results," and has been adopted by many multilateral development organizations, bilateral development agencies and public administrations throughout the world.

Good RBM is an ongoing process. This means that there is constant feedback, learning and improving. Existing plans are regularly modified based on the lessons learned through monitoring and evaluation, and future plans are developed based on these lessons.

Monitoring is also an ongoing process. The lessons from monitoring are discussed periodically and based on which the future actions and decisions are made. Evaluations should be done for programmatic improvements while the programme is still ongoing and it also helps the planning of new programmes. This ongoing process of **doing, learning and improving** is what is referred to as the RBM life-cycle approach, which is depicted in Figure 1.

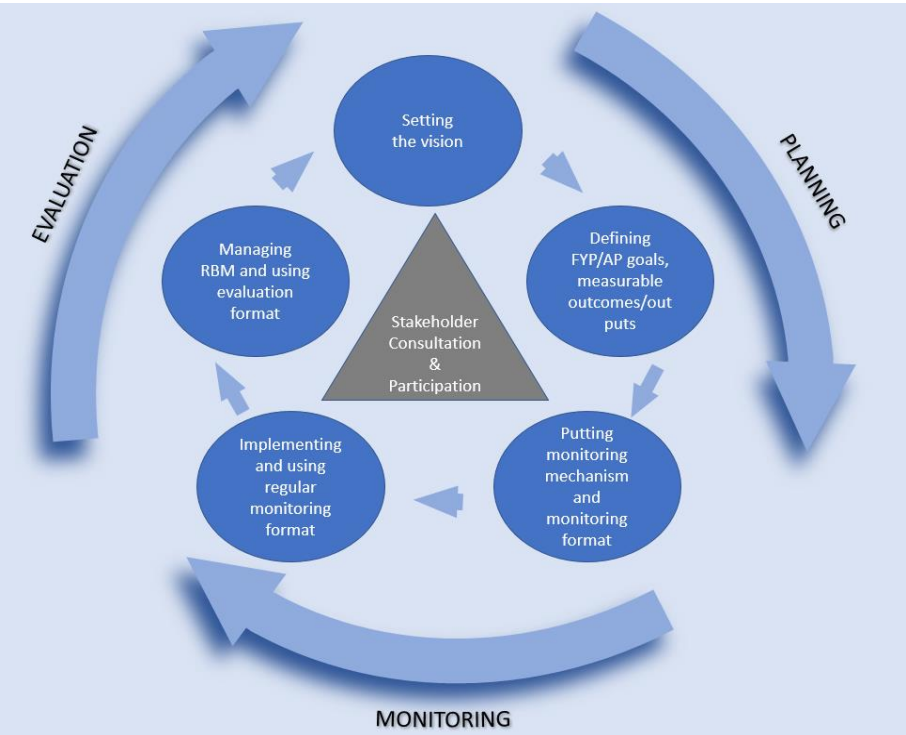



**Figure 1:** RBM Life Cycle Approach

RBM is concerned with **learning, risk management and accountability**. Learning not only helps improve results of existing programmes and projects, but also enhances the capacity of the organizations and individuals to make better decisions in the future and improves the formulation of future programmes and projects. Since there are no perfect plans, it is essential that managers, staff and stakeholders learn from the successes and failures of each programme or project.

There are many risks and opportunities involved in pursuing development results. RBM systems and tools should help promote awareness of these risks and opportunities, and provide managers, staff, stakeholders and partners with the tools to mitigate risks or pursue opportunities.

RBM practices and systems are most effective when they are accompanied by clear accountability arrangements and appropriate incentives with a view to promote desired behaviour. In other words, RBM should not be seen simply in terms of developing systems and tools to plan, monitor and evaluate results. It must also include effective measures for promoting a culture of results orientation and ensuring that the individuals associated with it are accountable for both the results achieved and their actions and behaviour.

### 1.4. What is a PDCA (plan, do, check and act) cycle?

PDCA cycle is another development management concept similar to the RBM cycle but it is a more iterative four-step management method used in development planning for control and continuous improvement of processes and development results. Figure 2 is the PDCA cycle for development planning.

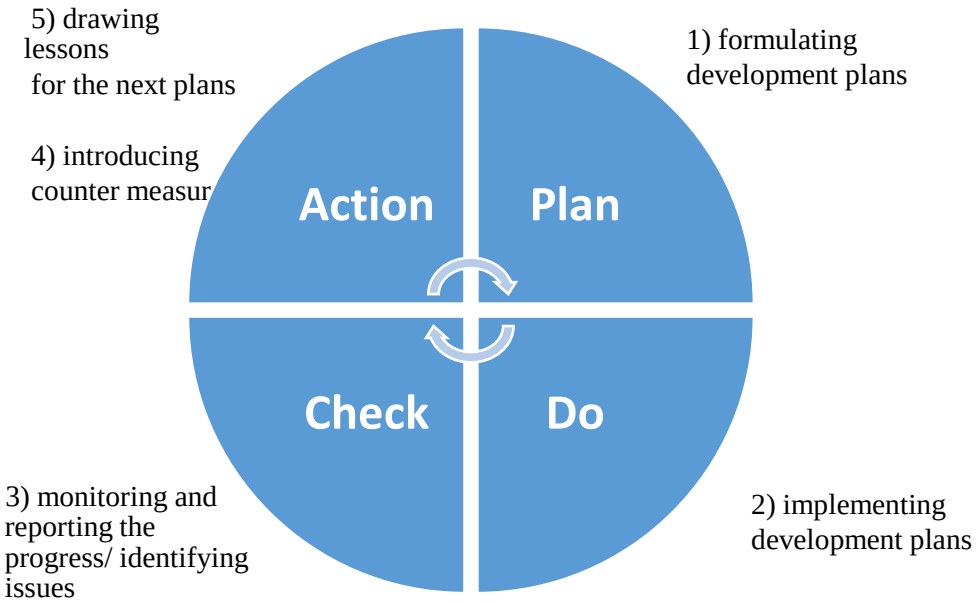



**Figure 2: PDCA Cycle for Development Planning**

"Plan" refers to the formulation of development plans (i.e. FYP and AP). "Do" is to implement development plans (i.e. projects/schemes). "Check" is done under monitoring and reporting of plans (i.e. M&E). "Action" is to respond to the issues identified and also to draw the lessons learned for formulating the next plans (i.e. evaluation and lessons learned).

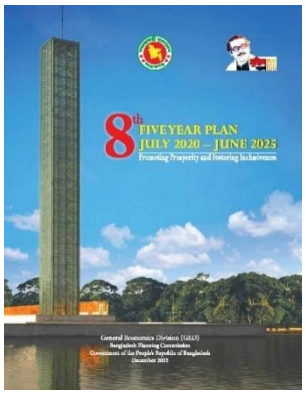
## Chapter Two: Development Planning at the Upazila Level in Bangladesh: The Legal and the Institutional Framework

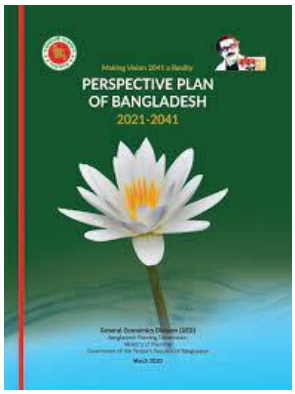
This chapter provides the users with the fundamentals in ensuring the development plans at the Upazila level. They include:

- Different types of development plans in Bangladesh and their inter-linkages.
- Legal framework for development planning at the Upazila level.
- Institutional framework for managing the development planning cycle at the Upazila.

### 2.1. What is national development planning in Bangladesh?

In Bangladesh, the Planning Commission was established in 1972 after the independence and it was entrusted with the responsibility to formulate the national development plans. At present, a long term 'Perspective Plan of Bangladesh' (2021-2041) and a mid-term 'Eighth Five-Year Plan' (FYP 07/20-06/25) have been formulated by the Planning Commission.




The main themes of the Eighth FYP and the Second Perspective Plan are to eradicate all forms of poverty and become a high-income country by 2041 by ensuring through a) good governance; b) expansion of democracy; c) decentralization; and d) capacity development.

In addition, having gained significant progress in each of the MDGs in 2015, Bangladesh has made clear commitments to attain the SGDs by 2030 and aim to be a middle-income country by 2021.

There are different types of development plans that exist in Bangladesh: the national and other development plans (please refer to Figure 3), which are described below:

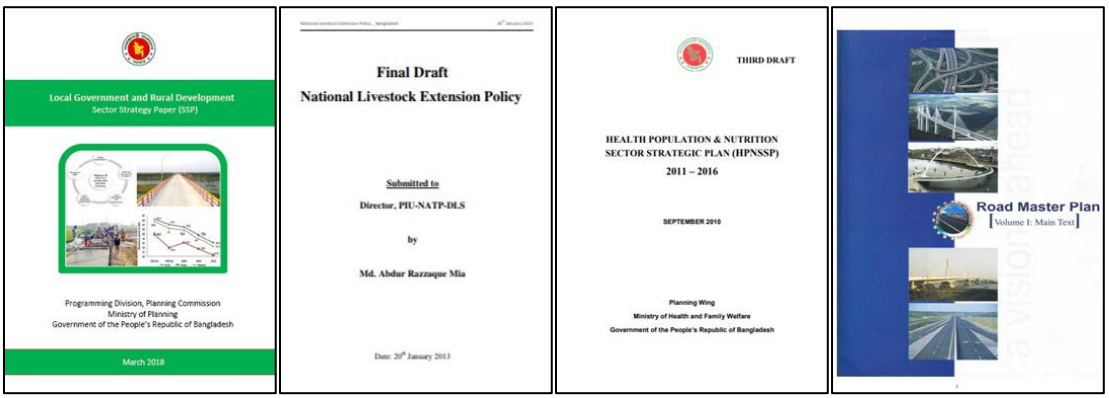
#### (1) National Plans

The national plans include 1) Perspective Plan of Bangladesh (2021-2041); 2) 8th Five Year Plan (July 2020-June 2025); and 3) Annual Development Programme[2]. As the central planning organization of Bangladesh, the Planning Commission is responsible for translating the ideas, aspirations and political agendas of the government into macro and micro economic policies, and incorporates them into long-, medium- and short-term plans. The Planning Commission is responsible for preparing, processing and approving the development plans. Those plans are also consistent with the Government's long-term visions such as the Vision 2021 and the Vision 2041.

**(2) Sector Development Plans**

A sectoral plan is a long-range plan for a specific sector, for instance, agriculture, fisheries, education, public health and communication. Such sectoral plans are prepared with a clear vision to develop a particular sector in a systematic and sustained manner.The line ministries are responsible for preparing, approving and implementing the sector development plans in line with the National Plans described in (1) above.

At the Upazila level, different transferred line department (TLDs) in general have their sector-specific development plans/strategies prepared by their parent ministries or departments. For instance, for the local government and rural development sector a "Sector Strategy Paper (SSP)" was prepared in 2017 and it was further revised in 2021 in line with the spirit of the 8FYP. This strategy paper entails but a broader sector planning framework. Similarly, in the communication and transport sector, **Bangladesh Road Master Plan (RMP) 2007** was formulated which provides a physical plan for new road construction. For the health sector, the **Health, Population and Nutrition Sector Strategic Plan of 2010**is an example of a sectoral plan. The **National Livestock Extension Policy of 2013** also provides a planning framework for the livestock sector. These sectoral plans are formulated at the different levels, however, no single rules issued or guidelines formulated by the government for these sector plans. Such sectoral plans are expected to be consistent with the national plans and other related plans. Likewise, the Upazila development plans should also be aligned with those sector plans.




[2]Planning Commission Website: http://www.plancomm.gov.bd/functions/

## 2.2. What are development plans at the Upazila level?

### (3) Development Plans at Upazila-level

At the Upazila level, the Upazila Parishads are required to formulate the Five-Year Plan (FYP) and the Annual Plan (AP) for the Upazila based on their situational analysis, local needs and priorities, capacity and available resources. The development plans at the Upazila level shall cover needs and priorities of Union Parishads and TLDs working at the Upazila (horizontal harmonization). Upazila-level development plan needs to be a consolidated and comprehensive plan involving these institutions. At the same time, the Upazila-level development plans are supposed to be consistent with the focus of the national and sectoral plans, and contribute to achieving the national targets through different local interventions (vertical harmonization).

- ***Upazila Five-Year Plan (FYP)***

The FYP is a mid-term development plan of Upazila Parishad. It is expected that it will be comprehensive and also inclusive in nature to reflect the needs and challenges of all stakeholders such as Unions, Paurashavas, TLDs, NGOs, private sector and the citizens of the Upazila at large. It should entail the vision, goals, objectives, development outcomes (expected changes with measurable indicators), and timeframe indicating the implementation schedules. It should also include the details of monitoring and evaluation (M&E) mechanism. The FYP is to be formulated in a way that it is consistent with and contribute to the national and sectoral plans of the government.

- ***Upazila Annual Plan (AP)***

The Annual Plan (AP) is the annual breakdown of the Upazila FYP. This contains further details on goals, objectives, targets with measurable indicators and specific projects/schemes, costs involved and sources of funding, implementation modalities, implementing agencies, monitoring mechanism and other relevant information.

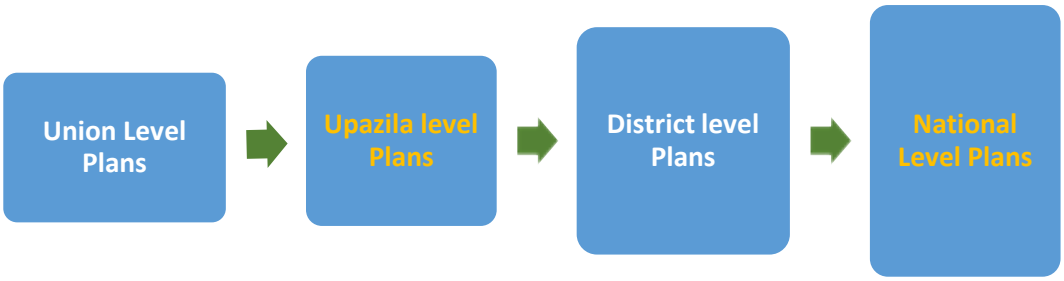



**Figure 3:**Different types of development plans

## 2.3. Legal frameworks for development planning at the Upazila level in Bangladesh

In Bangladesh, preparation and implementation of development plans are legal requirements for all local government institutions (LGIs). Article 59 of **the Constitution** of the People's Republic of Bangladesh states that LGIs shall prepare and implement the plans related to public services and economic development. Section 42 of **the Upazila Parishad Act, 1998** (amended

2009, 2011 and 2015) stipulated that the Upazila Parishad shall prepare and implement development plans, including the Five-Year Plan (FYP) and annual plan (AP) for socio-economic development of the Upazila. This also has been indicated in Section 1 of the Second Schedule of the Act.

### 2.3.1. Legal provisions governing development planning at the Upazila level

#### A. Constitution of People's Republic of Bangladesh

**Article 59-2:** Everybody such as is referred to in clause (1) shall, subject to this Constitution and any other law, perform within the appropriate administrative unit such functions as shall be prescribed by Act of Parliament, which may include functions relating to-
(a) administration and the work of public officers;
(b) the maintenance of public order;
(c) the preparation and implementation of plans relating to public services and economic development.

**Article 60:** For the purpose of giving full effect to the provisions of article 59 Parliament shall, by law, confer powers on the local government bodies referred to in that article, including power to impose taxes for local purposes, to prepare their budgets and to maintain funds.

#### B. Upazila Parishad Act 1998(amended 2009, 2011and 2015)

**Section 42: Development Plans**

1) The Parishad may prepare and implement five-year development plans and other development plans for a specified period based on its financial capacity. In formulating such plans the Parishad may consult on any subject under its jurisdiction, with the Union Parishads in the Upazila, non-governmental organizations actively involved in development work and individuals working at the Unions under the jurisdiction of the Upazila Parishad.

2) Such plans shall have the following directives as to:
   a) How the plans shall be financed, implemented and monitored;
   b) By whom the plans shall be implemented; and
   c) Necessary matters related to planning.

3) The Parishad, before implementation of any plan (subject to approval of the concerned Member of Parliament) shall send a copy of each development plan to the government and publicize those in manners deemed appropriate by the Parishad, and in special cases consider incorporation of the opinions and suggestions of the local citizens.

#### C. Upazila Parishad (Programme Implementation) Rules, 2010

**Section 5:**

Without deviating the rules, for discussion and making decisions, the following

financial, developmental, operational, coordination and other issues can be presented at the Parishad meetings for discussion and making decisions.

Developmental:

(2) Preparing and updating five-year, annual development plans, and plan books of the Parishad.

**D. UpazilaParishad Budget (Preparation and Approval) Rules, 2010**

**Section 13:**

Budget allocation to different sectors should be decided based on five-year and annual development plans. Schemes which are not listed in these plans shall not be given any budget allocation.

### 2.3.2. Other important and relevant plans and guidelines relating to development planning at the Upazila level

The 8th Five Year Plan (2020-2025), among other things, suggests that "As per the provisions of the Local Government Acts, each tier of the LGIs is mandated to prepare annual and/or multi-year development plans, to which the allocation of budgets should be well linked. Predictability of the amount and timing of the transfer of Annual Development Programme (ADP) grants will be improved, considering the due process of preparing annual budgets. In light of ensuring the right to information as well as its disclosure, the preparation, execution and reporting of Annual Development Plans/Budgets will be undertaken through a more transparent and accountable process for the respective citizens. For the Upazila Parishads, adequate coordination with Transferred Line Departments will be prioritized as it is essential for preparing comprehensive development plans" (Chapter 7, P.452)

**The Guidelines for Development Planning and Implementation, Memo No. 46.046.006.00.00.001.2012-1057 dated 2nd November 2014**, issued by the Local Government Division (LGD) provides the overall framework for the preparation of the FYP at the Upazila level. Some other key guidance includes:

**MDGs/SDGs linkages**: the development plans at the Upazila level can contribute to the achievement of the national targets. Section 11 of the Guidelines suggests to set the targets for 2015 in line with the Millennium Development Goals (MDGs), which have been replaced in December 2015 by the Sustainable Development Goals (SDGs). It is expected that Upazila Parishads set their priorities and targets of the FYP in line with the SDGs. The Planning Commission has also established the Monitoring and

Evaluation Framework of SDGs: Bangladesh Perspective in March 2018.

- **Consistency of plans at the different LGI levels**: Section 16 of the Guidelines also states that by reflecting the goals, objectives and strategies of national planning, local institutions, the Ministry of Planning and Local Government Division shall complete administrative arrangements for overseeing the local planning so that all LGIs can ensure such plan including Upazila Parishads.

- **Inclusive and participatory planning**: with regard to the public consultations on the plans, Section 12 of the Guidelines envisages that the Upazila Parishad shall arrange for a substantive discussion among the citizens and ensure people's participation during the illustration/deliberations on "Vision-2021" in the discussion meetings. Union Parishad, Paurashava, local non-governmental organizations (NGOs), civil society organizations (CSOs), cooperatives, the private sector, professional communities and also the common people can be included in the discussion. See **Figure 4** for reference. These discussions will be recorded for future use as input in the next planning exercise.

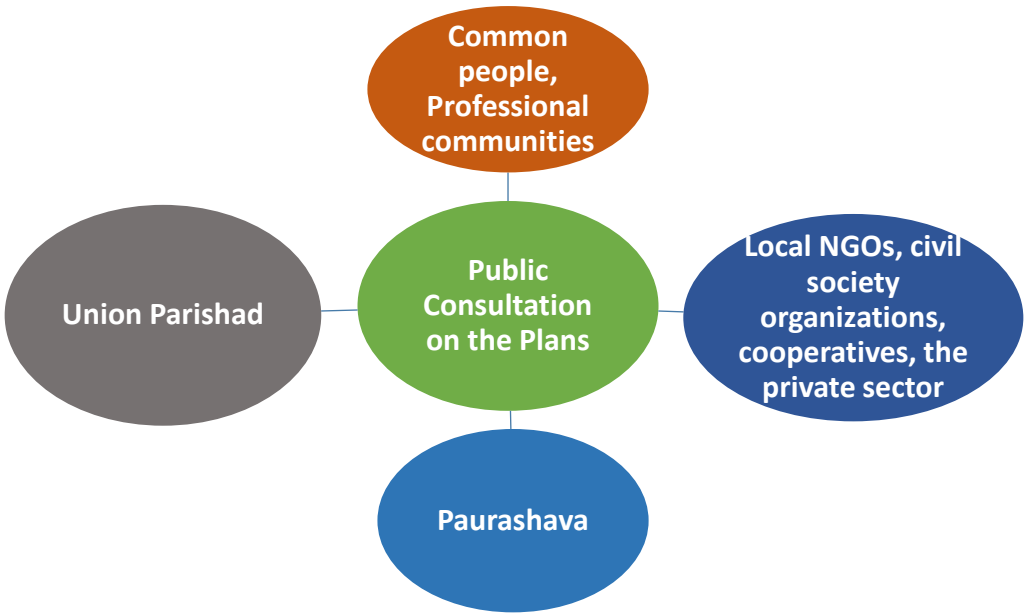



**Figure 4:** Inclusive and participatory planning

## 2.4. Institutional framework for development planning cycle at Upazila level

As stated in Section One, good development planning is not a one-time exercise. Rather, it is about the management of an entire development planning cycle. Therefore, it is indispensable to have a solid institutional framework. The following are the key institutional mechanisms recommended to manage the development planning cycle at the Upazila level:

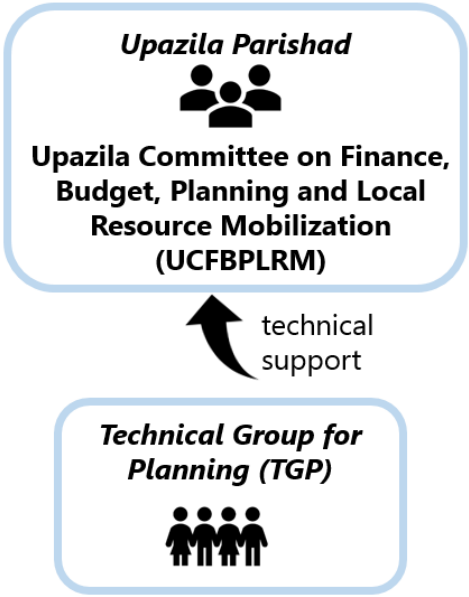
### (1) Upazila Parishad

Upazila Parishad Act 1998 (amended 2009, 2011 and 2015) provides the Upazila Parishad with the full responsibility to formulate and implement its development plans. The Upazila

Parishad is the final decision-making body for its development plans. It is therefore mandatory for all Upazila Parishads to prepare their own FYPs and APs. In preparing FYPs and APs, it is important for Upazila Parishads to ensure inclusive and participatory processes and seek opinions and views of the wider stakeholders and development partners[3].

**(2) Upazila Committees**

Upazila Parishad Act 1998 (amended 2009, 2011 and 2015) also states that 17 Upazila (Standing) Committees shall be established to ensure sectoral development and coordination at the Upazila level. However, in most Upazilas these committees were established but not made fully functional as yet.




In order to effectively manage the development planning cycle, it is important to revitalize the Upazila Committees. These are the statutory committees at the Upazila level, which can play critical roles in coordinating development activities and schemes in respective sectors and sharing the critical information amongst them. In particular, the **Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization (UCFBPLRM)** has the prime responsibility to lead the management of this development planning cycle (i.e. formulation, implementation, M&E, reporting of the development plans) in close collaboration with the Upazila Parishad and TLDs.

**(3) Technical Group for Planning (TGP)**

The current Guideline for Upazila Development Planning recommends the creation of a Technical Group for Planning (TGP) which will assist UCFBPLRM and Upazila Parishad in managing the development planning cycle at the Upazila level on a regular basis. This is a technical (informal) group, consisting of 5-8 members, headed by the Upazila Nirbahi Officer (UNO). It is suggested that 3-6 members may be selected from TLDs (e.g. Upazila Engineer) and 1-2 members from the NGOs and/or private sector. Recommended members and terms of reference of the TGP is shown in Reference 2 below:

**(4) Project Selection Committee (PSC)**

Based on the goals, objectives set in the development plans (e.g. AP) and considering the availability of resources (i.e. AP estimated budget for the year), it is the responsibility of

[3]UpazilaParishad Act 1998 (amended 2009, 2011 and 2015), Section 42 (1)

the Project Selection Committee (PSC)[4]to select the projects and schemes to be funded under the AP. The project proposals are expected to be collected from the Unions, the Paurashava and other relevant stakeholders. The AP should contain the list of those projects selected by the PSC and approved by the Upazila Parishad. It can include the list of the pipeline projects in the AP, which can be funded only in case additional resources are available in a given year.

**(5) Transferred Line Departments (TLDs)**

In accordance with the Upazila Act, the TLD officers shall be part of the Upazila Parishad for providing their respective sectoral services to the citizens within the Upazilas. Being stationed at the regional and field offices, those TLD officers shall be responsible for gathering sectoral socioeconomic and demographic data, information about development needs and challenges in the communities at the Upazila level and information regarding ongoing planned development initiatives in the Upazila by other entities(e.g. national government's projects being directly implemented by Ministries or projects being implemented by the member of parliament/NGOs/the private sector/Unions' ADPs, etc.).Given this, the officers of the transferred line departments are best positioned to undertake a situation analysis of their respective sectors.

In preparation of the FYP/AP, it is vital for the Upazila Parishad to have a comprehensive overview of development needs and challenges. For this reason, TLD officers are expected to take a lead role in undertaking situation analysis. Given the development needs and challenges exist in the Upazila, the Upazila Parishad ultimately determines where the priorities shall be given in their FYP/AP.

[4]Guidelines for UpazilaParishad Development Fund Utilization, 10 November 2014. LGD, Government of Bangladesh

# Chapter Three: Formulation of Five-Year Plan (FYP)

## 3.1. Background

Five-Year Plan (FYP) is a comprehensive document containing a medium-term development policy and strategy of the Upazila. It presents a set of priorities of a given Upazila with its vision, FYP goals, and expected outcomes with measurable indicators. The set of priorities need to reflect the views and desires of the people of the Upazila at large. In accordance with the timelines set-forth, Upazila Parishads are expected to formulate the FYP by devising clear accountability and transparency mechanisms with a view to ensure that the contents of FYP are shared with the people in the Upazila and its status is periodically reported to them.

The FYP is to be generally aligned with the Upazila election cycle.[5] For the elected officials of the Upazila Parishad, the FYP is an important instrument to realize the expectations of their constituencies during their terms by demonstrating development plans and strategy to address the local needs of the people in the Upazila.

Being the principal document concerning Upazila's development for a given five-year period, the FYP shall be an integrated, comprehensive and self-explanatory document for all stakeholders. It shall be constantly referred to during the given period. In addition, it shall serve as the basis for formulating an annual plan (AP) each year during the period.

## 3.2. The key steps for the formulation of FYP

FYP formulation follows the key steps described in **Figure 5**.

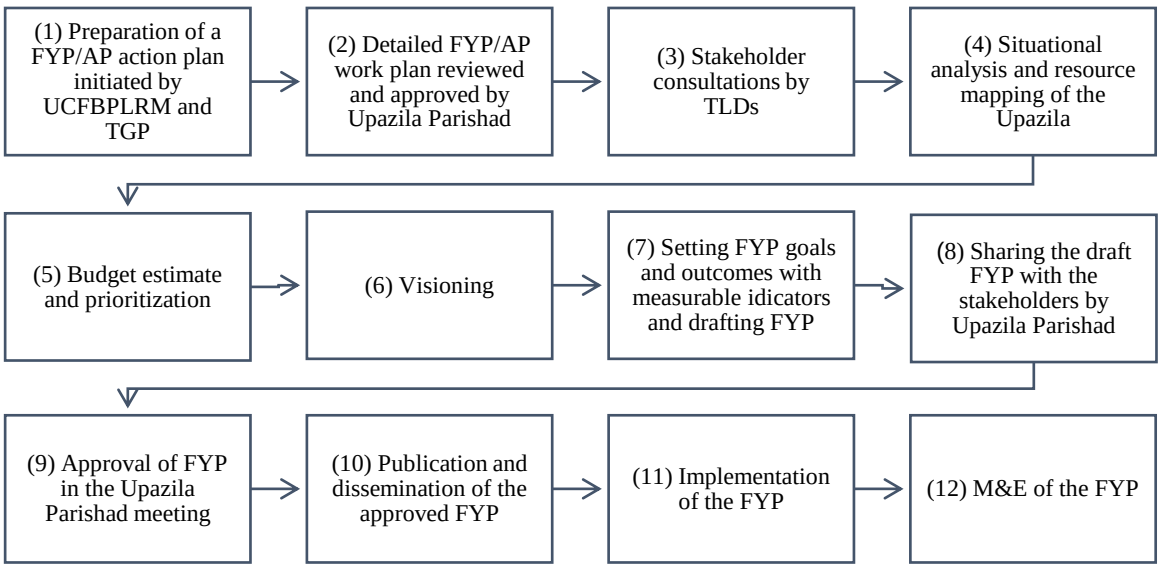



**Figure 5:** Planning Steps for FYP Formulation

[5]Upazila elections usually take place in phases between March and June every five years. Thus, it is not feasible to embark on the preparation of the FYP prior to taking of offices by the elected representatives, especially the Upazila Parishad Chairmen. Thus, it is expected that the preparation of the FYP/AP shall begin in June/July for the election year.

More detailed actions to be taken at each step are described as follows.

**(1) Preparation of the FYP action plan initiated by the Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization (UCFBPLRM)and the Technical Group for Planning (TGP)**

The Upazila Parishad will begin its work in March to formulate a Five-Year Plan. The Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization will lead the task. If this committee is not effective, it is important to revitalize it. TGP is an informal technical team, which will provide technical support to this committee. As stated earlier, the Upazila Parishad will select TGP members on the basis of their skills and knowledge and experience in development. The Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization will meet and discuss how to proceed with the development of a five-year plan and an annual development plan as per the Guidelines of Development Plan.

**(2) Detailed FYP/AP work plan reviewed and approved by the Upazila Parishad in its meeting**

After the preparation of the draft work plan for the formulation of the FYP and the AP by the Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization, Upazila Parishad will review and make a decision on the work plan at a Upazila Parishad meeting. In this process, the Upazila Parishad may invite opinions from the concerned Union Parishads, Paurashavas, NGOs, professional groups and informed general citizens. The opinions of these stakeholders will be recorded and preserved by the Upazila Parishad[6].

The Upazila Parishad discusses the process of preparation of the FYP as well as the time required for each step, and assign responsibilities to each stakeholder for the preparation of the FYP. It is also important for the Upazila Parishad to approve a certain budget for financing the FYP and AP cycle (formulating, implementing and monitoring and evaluation). The budget should include, among other things, the operational costs such as organizing stakeholder meetings, publishing the FYP and the AP, etc. The estimated budget can be prepared by the UCFBPLRM with the help of TGP for the approval by the Upazila Parishad.

**Table 1** exhibits the suggested format for the planning process to be followed while preparing the FYP.

[6] Section 12, the Guidelines for Preparation of Development Plan and Implementation, Memo No. 1057, 2 November 2014

**Table 1:** Work Plan for FYP Formulation

| FYP Preparation Tasks | Responsible Person | Timeline | Remarks |
|---|---|---|---|
| Preparation of a FYP/AP action plan | UCFBPLRM with TGP | August | Within a month after the Upazila Parishad is formed after the election |
| Decision making on the action plan and tasks by Upazila Parishad | Upazila Parishad | August | First Upazila Parishad meeting |
| Stakeholders consultations | Upazila Committees/ TLDs and Pourashava and Unions | August | Discussions via TLDs/ Upazila Committees |
| Situation analysis of the Upazila<br>Analysis and prioritization | Upazila Committees/ TLDs<br>TGP/UCFBPLRM | September<br>September | Socio-economic data and information gathering<br>Compilation and recommendation |
| Mapping of development resource and activities | TGP with TLDs, Unions, Pourashava, NGOs/CSOs | September | TLDs consult with the line ministries of the GoB.<br>TGP gathers relevant information from other sources |
| Visioning exercise | Upazila Parishad with Upazila Committee and support from TGP | September | Discussions, analysis and decision making |
| Setting FYP goals and outcomes and drafting a FYP | UCFBPLRM with TGP support | September | Discussions, analysis, decision making and drafting |
| Sharing the draft FYP with stakeholders | Upazila Parishad with UCFBPLRM support | September | Ensuring inclusive and participatory consultations |
| Approval of the FYP by Upazila Parishad | Upazila Parishad | October | Decision making |
| Publication and dissemination of the FYP | Upazila Parishad with UCFBPLRM and TGP | October | Reporting to LGD, DDLG and the people in Upazila |
| Implementation of the FYP | TLDs and other implementing agencies | Continuous | |
| M&E of the FYP | UCFBPLRM and TGP | Continuous | Annual monitoring and revision as needed |

*Given the fact that Upazila elections end in June/July every 5 years, the timing of FYP formulation starts in August.

### (3) Stakeholder consultations by transferred line departments (TLDs)

As mentioned in Table 1 above, the transferred line department's (TLDs) officers are responsible for collecting socio-economic data and information, and also for making a need

assessment at the Union level throughout a year. In this regard, it is suggested that they would collect grass-root level information about people's needs from the Ward Shava and UDCC meetings held at the Union Parishad. If required, the TLDs can also arrange consultations with communities, NGOs, CBOs, CSOs and private sector entities to identify sectoral needs. This facilitates the participatory planning process at the Upazila level, and in this way the real needs and priorities of the local people can be identified and also be incorporated into the FYP. In this regard, UDCC can be a good forum to gather consolidated opinions of various stakeholders at the union level. Similarly, the TLDs officers shall gather Union level socio-economic data and information and keep them updated throughout the year.

For the formulation of FYP, the TLDs shall review and analyze those collected data and information in the month of August (e.g. socio-economic data, demographic data, SDGs data, needs assessments, etc.) by using the Format 1 (see the Annexes).

**(4) Situation Analysis and resource mapping of Upazila by TLDs and Upazila Committees**

Situational analysis requires collection of accurate **demographic and socio-economic data and information** as well as **a proper needs assessment** of the citizens residing within the territorial boundary of the Upazila Parishad. Such data and information are expected to be available at the Transferred Line Departments (TLDs)[7] and Union Parishads (e.g. Ward Shava, Union Development Coordination Committee - UDCC) and Paurashava (e.g. Ward Level Coordination Committee-WLCC, Town Level Coordination Committee - TLCC). Thus, it is recommended that the TLDs shall be responsible for gathering those socio-economic data and information and updating them in close coordination and collaboration with Union Parishads and Paurashava. It is recommended that some updated data may be available at the Bangladesh Bureau of Statistics (some data can be collected on line from the BBS webpage). It is important to collect those data especially the ones relating to key **Sustainable Development Goals (SDGs)** indicators (see **Reference 4: SDGs**) which the Government of Bangladesh identifies as critical in pursuit of achieving the Vision 2030 as well as the goals of the 8th Five Year Plan.

**Reference 4: Sustainable Development Goals (SDGs)**

SDGs are intergovernmental set of aspirational goals adopted at the United Nations in September 2015. 17 goals with 169 targets are to be achieved by 2030. The 17 goals cover the following areas.

| | | | |
|---|---|---|---|
| 1) Poverty | 6) Water | 11) Habitation | 16) Institutions |
| 2) Food | 7) Energy | 12) Consumption | 17) Sustainability |
| 3) Health | 8) Economy | 13) Climate | |
| 4) Education | 9) Infrastructure | 14) Marine-ecosystems | |
| 5) Women | 10) Inequality | 15) Ecosystems | |

[7]Transferred Line Departments (TLDs) are the local field offices of the central ministries and Divisions in the UpazilaParishad.

Consultations can also be made with NGOs/CSOs, private sector and general public. This exercise must be done throughout the year and this is how the information can be always kept updated. **Format 1** (see in the annex of the Manual) is to be used for basic demographic, infrastructure and socio-economic data and information.

**Resource mapping** is a very important exercise for the Upazila Parishad to undertake in formulating a FYP and an AP, especially in view that the development resources (budget) directly managed by the Upazila Parishad are only 5-7% of the total development funds being spent for the development initiatives being implemented within the Upazila in any given year. Without understanding of what other development activities are or will be taking place within the Upazila, the Upazila Parishad will not be able to formulate a comprehensive FYP or determine an efficient use of its limited resources at its disposal for development initiatives in the Upazila.

In this exercise TLDs officers can play an important role by gathering necessary financial information and data from different sources. These sources include the development activities in a year funded under: 1) annual development programmes (ADP) for the Upazila; 2) special programme grant; 3) locally mobilized resources; 4) the national development plan, managed by the central ministries/divisions and implemented by central ministries and/or the TLDs; 5) the Local Government Institutions (LGIs – Unions and Paurashava); 6) the member of the Parliament (MP); 7) NGOs; and 8) private entities at the Upazila. Among those, the information from the Central Ministries and Departments is most critical. For this reason, the TLDs shall closely keep in touch with the central Ministries and Divisions and their district level offices to have necessary information and data regarding what development activities are and will be undertaken in the Upazila and their budget estimate(s) throughout the year.

Upazilas shall map all the resources available for development activities in their own Upazilas. All types of resources available to fund projects/schemes within the Upazila need to be captured in the resource mapping for the FYP formulation. They include the funds from TLDs, LGIs, NGOs and even private entities for maintaining a greater level of harmony in local development initiatives.

**Table 2** summarizes the total resources available for development activities from the different sources at the Upazila level.

**Table 2:** Resources available for development activities at the Upazila from different sources

| Projects funded by the National Plan | Projects funded by LGIs | Priority projects funded by the MP | Initiatives funded by private sector | Other Projects |
|---|---|---|---|---|
| National Projects at Upazila | Projects of Upazila Parishad | Projects of MP | Industrial / Commercial Projects | Projects of NGO |
| District level projects the | Projects of Zila Parishad | | | |

| | | | | |
|---|---|---|---|---|
| Upazila | | | Banking / Loan Programmes | Projects of CSO |
| Union level projects within the Upazila | Projects of Paurashava | | | |
| | Projects of Union Parishad | | | |

Source: Guidelines for Upazila Integrated Development Planning, LGD, 2021.

By establishing better coordination and collaboration with the TLDs and Union Parishads, Upazila Parishads must consider the best use of available resources in order to achieve the vision and development priorities sectors for FYP. Upazila Parishads have the direct control of the Annual Development Programme (ADP) and the locally mobilized resources for development activities. By having a clear knowledge about all the resources available for development activities to be implemented within the Upazila, each Upazila Parishad will be in a position to create synergy and complementarity with other development efforts and also to avoid duplications among the development activities. Thus, Upazila Parishad should aim for the best use of the development funds set aside for its FYP and which will eventually ensure achievement of maximum outcomes (results) and impacts for a Upazila Parishad.

The TLD officers in collaboration with TGP will undertake the resource mapping and gather information from different sources by using the **Format 2**.

A **situation analysis** entails a "snapshot of the existing ground realities". Such analysis involves gathering, analyzing, and synthesizing data to make decisions along the lines of the strategic objectives using the available resources. Situation analysis refers to the analysis of the internal and external factors that affect the lives and livelihoods of people living in the Upazilas.

In analyzing data and information in a comprehensive manner, consultations involve but not limited to Upazilas' key development potentials, opportunities, constraints and challenges and also identification of key development priorities. It is also important to learn the lessons from the past experiences (e.g. from the past APs and FYP). What has been achieved and not been achieved and why? What development initiatives have worked and what have not worked? What approaches need to be strengthened or be suspended? Upazilas shall draw lessons from the past development activities to use for future planning.

The UCFBPLRM with support from the TGP, is expected to assist the Upazila Parishad in undertaking the situation analysis. In order to analyze the existing situation in the Upazilas, the following questions need to be considered.

A) What is the existing situation in Upazila? (including development needs, existing and emerging problems in the sectors)
B) How the situation may evolve over the next five years? (e.g. getting better or worse)
C) Given the circumstances, what would be possible actions which Upazila could take to address those development challenges and/or emerging problems? (e.g. possible

projects/interventions in which sectors)

D) How much resources would be required to implement the projects in those areas? Are there any ongoing/future projects addressing the same challenges/problems within the boundary of Upazila? How could they complement each other to overcome those challenges/problems?

For implementing situation analysis at the Upazila level, TLD officers undertake sectoral analysis by using the Format 2. It is recommended that the Upazila will follow steps mentioned in the Format 2. Please see below the sample situation analysis on the education sector:

(1) Each TLD officer determines 1-2 key problems (challenges) affecting most the development in the Upazila.

(2) The TLD officer describes:

a) Nature of the problem: Please provide some details of the problem which the community have and the reasons why. Please avoid using a description of "the lack of ….".

b) Specific locations and area: Please specify the location(s) e.g. name of Unions and/or communities.

c) Magnitude of effects: Please indicate # of people/communities affected by the problem.

d) Reasons which are causing the problem ⑤ Please analyze and specify the reasons/factors contributing to the problems. Usually reasons are multiple and complex.

(3) Against this problem, the TLD officer identifies what projects/schemes are ongoing and/or planned by Government, NGOs or by other entities from the information in the resource mapping list.⑥ Please list the activities addressing each reason ⑤ before.

- 17 TLDs shall select one or two priority problems and prepare the situation analysis.
- TGP shall compile data from TLDs.

| Sector | Description of problems/development challenges | | | | Recent, ongoing and/or planned activities | What would be the situation after 5 years? | Recommendable Actions/ Countermeasures in FYP |
|---|---|---|---|---|---|---|---|
| | Major Problems | Location/ Area | Quantity/ Magnitude | Reasons | | | |
| | High absent | Whole Upazil | 24 Schools /2,400 | -Students worry about going school to security<br>blem<br>udents are cult to reach ool due to poor d condition. hool class is not active for dents. | -Department of Education is conducting the training for 20 teachers per year for designing attractive class.<br>-LGED will upgrade 12 roads connected to school for forthcoming three years | 20 % absent rate is remaining; Absent rate will be improved from 40% (Present) to 20 % (after 5 years.) | -Upazila Parishad will organize the training program for teachers who don't attend the training by Department of Education; 20 teachers.<br>-Upazila Parishad will upgraded 12 roads connected to school that are not upgraded by LGED. |

| Sector | Plan/Project Title | Brief description including target groups, and outcomes/ outputs | Location (names of Upazilas | Duration /Budget |
|---|---|---|---|---|
| **National Plan and projects (to be completed by TLDs for all national sector development initiatives)** | | | | |
| Social welfare | One Farm, One House | One House One Farm (OHOF) is one of the initiatives that was introduced in Bangladesh to meet and achieve the most significant goal of MDG, poverty alleviation. Since more than 80% of the rural households are small farming families in the country, this project of poverty eradication was aimed at achieving sustainable and equitable development through involving small scale farmers. As of today, many people have minimum purchasing power since they do not have any regular source of income; one of the purposes was to cover these kinds of people, initial target was around 5 million families in number. | All Unions (__) of the Upazila | 5 years from 2017 to 2022 _____ TK |
| **Development projects of MP** | | | | |
| | | | | |
| **Development projects of local government institutions (to be completed by TLDs for all Union/Paurashava development initiatives)** | | | | |
| Education | Providing furniture to primary schools | __ primary schools from __ Unions were given __ benches with the Unions' own source revenue. | _____Union, _____Union, _____Union, _____Union | 1 year _____ TK |

←Upazila development programs from different sources

(4) Taking into account of all ongoing and/or planned projects/schemes, the TLD officer determines if the said problem can be overcome in 5 years.

(5) The TLD officer also determines if any remaining problem to be addressed by additional

action. 8If the problem can be resolved by the ongoing and planned project, no action is needed and thus this is not a priority for the FYP. If remaining actions required to overcome the problem, the TLD officer recommends the actions needed to be undertaken (i.e. they are potential programmes to be funded under the FYP).

| ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | ⑧ |
|---|---|---|---|---|---|---|---|
| Sector | Description of problems/development challenges | | | | Recent, ongoing and/or planned activities of Govt and NGOs (based on resource mapping | Remaining problem to be addressed if no additional action is undertaken in 5 years | Recommendable Actions/ Counter Measures |
| | Problem | Location/ Area | Quantity/ Magnitude | Reasons | | | |
| Education | Numbers of students are reducing in the schools | Whole Upazila (14 Unions) | 120 primary schools in 14 Unions and 1 Paurashava | a) involvement of children in IGAs; b) security problem; c) less interest in children education; d) insufficient access roads to schools; e) insufficient infrastructure. | a) no project; b) no project; c) awareness programs by UGDP; d) no project; e) School construction project building new school building and rooms every year | Attendance of students will still remain below 70%. | a) parents' meeting be held; b) patrol duty by policy be increased; c) awareness program be organized; d) access roads be improved / constructed; e) eco-friendly new buildings be renovated/built and equipment be purchased. Purchased; f) qualified teachers be recruited. |

Based on the situation analysis, Upazilas are expected to set a vision, prioritize sector goals and expected outcomes with measurable indictors for the next FYP. It also helps to identify the sectoral development needs and challenges, possible interventions and potential impacts. The process of situational analysis consists of consultations and data collections.

In the situational analysis for the FYP, the focus shall be given more to the priority sectors rather than the priority projects. The FYP is a medium-term plan for development where Upazila needs to identify the priority areas and/or sectors for development (not more than 5 sectors) in the next five years in accordance with the situational analysis on the Upazila. In the AP, on the other hand, Upazila shall identify more specific projects/interventions to address those development challenges.

For estimating the development resource for FYP and AP, "**a summary of the development resources (Table 3)**" below can be used for the financial projection for the preparation of the FYP.

**Table 3:** A summary of development resources for development plans at Upazila level.

| | **Funding Sources** | **Annual Average Allocations** | **Five Year Projections (annual allocation x 5)** |
|---|---|---|---|
| 1 | Annual Development Programme (ADP) Grant | | **Amount A** |
| 2 | Special Programme Grant | | **Amount B** |

| | | |
|---|---|---|
| 3 | Resources locally mobilized | **Amount C** |
| 4 | Resources funded by national development plan in Upazila | Amount D |
| 5 | Resources funded by Union/Paurashava development plans | Amount E |
| 6 | Member of Parliament's projects in Upazila | Amount F |
| 7 | NGO/CSO projects | Amount G |
| 8 | Private sector projects | Amount H |

**It is to be noted that amounts A, B, and C** in Table 3 above are under the direct control of the Upazila Parishad for financing the projects/schemes for the FYP and the AP. In case Upazila Parishad could not obtain the resource mapping for a period of five years, it can multiply the current annual estimate by 5 to have a projection about the five-year budget.

For maximizing the development results and effective utilization of limited development resources at the Upazila level, Upazila Parishad shall ensure effective coordination and collaboration with Unions, Paurashava and TLDs to create complementarity and synergy among different projects/schemes being implemented within the Upazila, which are financed by other sources of funds (Amount D, E, F, G and H). Having a good resource mapping, the Upazila Parishad will be able to avoid duplications of the use of the development resources and identify the resource gaps in key development sectors. Thereby Upazila Parishads may decide to focus on which sectors they are going to focus on and which should be their priority areas for funding under the FYP. It may also consider funding of inter-Union development initiatives which cannot be funded by one single Union.

| Sector | Plan/Project Title | Brief description including target groups, and outcomes/ outputs | Location (name of Upazilas) | Duration /Budget/Year |
|---|---|---|---|---|
| National Plan and projects (to be completed by TLDs for all national sector development initiatives) | | | | |
| Social welfare | Amar Gram, Amar Shohar (My Village, My Town) | 'Amar Gram, Amar Shohar' is a LGD supported project of the government. The aim of the project is to develop every village where they will enjoy all facilities to have a decent life. Under the project government would create the civic amenities of urban areas for rural people, which would include access to electricity, expansion of trade and business, development of all modes of communication, planned housing and sewerage system, pure drinking water, healthcare facilities and coverage of Internet and | 15 Pilot villages from 8 Division | Project initial budget: 150 Core taka<br>Duration: 2020-2025 |

| Sector | Plan/Project Title | Brief description including target groups, and outcomes/ outputs | Location (name of Upazilas) | Duration /Budget/Year |
|---|---|---|---|---|
| | | technology-based communication. This project will be piloted in 15 model villages of 8 Divisions of the country and the LGED will be responsible for the implementation of the project. | | |
| Development projects of MP | | | | |
| | | | | |
| Development projects of local government institutions (to be completed by TLDs for all Union/Paurashava development initiatives) | | | | |
| Education | Providing furniture to primary schools | 200 primary schools from 10 Unions are given 6,000 benches with the Unions' own source revenue. | 10 Unions | 1 year /9,000,000 TK |
| Projects of NGOs and CSO | | | | |
| Social welfare | Tailoring training for women | 80 women from 10 Unions under the Upazila, would be given special tailoring training each year by Rupantor- a national NGO | All Unions under the Upazila | 3 years/ _ _ -_ Taka |
| Industry/trade entrepreneurship | | | | |
| Industry | Plastic bucket factory | This is a project of Gazi Group of companies in which 100 local people have found employment | 1 Union | --- |
| Other projects/Development programme | | | | |
| Health | Hand wash training for school children | UNICEF support programme meant for all the students of the primary school and managed through SMCs and the purpose is to teach the children about the health and hygiene and to build wash blocks for 200 primary schools | 10 Unions | 2 Years 3,000,000 TK |

For the situation analysis, Upazila Parishad can use **Format 3: FYP format for situational analysis** to make analysis and set priority among different development challenges (problems) and activities. **Format 2: FYP Upazila development initiatives from different sources** can be used for resource mapping.

### (5) Budget estimate and prioritization

With regard to the budget estimate for the FYP, often it is difficult to obtain the exact figure of development resources for multiple years (5 years).In such a situation, the FYP may include the projections (estimates) based on the estimated budget for the current year (use the **Format 4**) multiply by 5.

In order to estimate the budget for the year, **Format 4** can be used for the financial projection. As mentioned earlier, estimated budget for the current year multiply by 5.

**Format 4: A Summary of the Budget**

| Particulars | | Actual of previous year | Budget or revised budget for current year | Budget for next year |
|---|---|---|---|---|
| **Part 1** | **Revenue account/ Receipt** | | | |
| | **Revenue** | | | |
| | **Total Income** | | | |
| | **Expenditure from revenue account** | | | |
| | **Revenue surplus / deficit (A)** | | | |
| **Part 2** | **Development Account** | | | **Amount X** |
| | **Other grants and contribution** | | | **Amount Y** |
| | **Total (B)** | | | |
| | **Total resources available (A+B)** | | | |
| | **Expenditure from development account** | | | |
| | **Total budget surplus / deficit** | | | |
| | **Carry over (1 July)** | | | **Amount Z** |
| | **Closing balance** | | | |

In **Format 4**, a total of **Amount X (ADP funds)** **and** **Amount Y (other development funds like UGDP funds)** will be the estimated budget for the development activities of the given year. **Amount Z (revenue surplus – carried over from the previous year)** can be calculated based on the actual budget of the year minus the expected expenditures of the year. **Amount X** can be the same ADP amount of current year[8].They (total amount of X, Y, and Z) are the total available resources directly under the control of the Upazila Parishad for funding in a given year. For FYP, the Upazila will multiply the estimated budget for a year times 5 (X amount x 5 = total estimated resources available for 5 years) to have the estimated budget for FYP.

The development resources directly under the control of Upazila Parishad are limited, comparing to the total development resources spent in the Upazila for development initiatives. They are estimated at 5-7% of the total development funds spent in the Upazila. Given the scarce resources, Upazila Parishad shall **determine the best use of such resources so that they can maximize the results**.

By reviewing the outcomes of the situation analysis in all different sectors by the TLDs, the Upazila Parishad shall determine which areas (sectors) the Upazila should determine as the priority (focused) areas for development for the next five years. The Upazila Parishad must also determine the amount of financial resources available at the Upazila for the next

[8]The amount of ADP allocations for the Upazila Parishad may vary each year. For the purpose of determining the budget for the AP, it is suggested that the Upazila will use the same amount of the ADP given to the Upazila Parishad last year.

five years. With those two criteria, Upazila Parishad can decide the scope of the FYP and focused areas for development.

**(6) Visioning**

Each Upazila development plan should have a vision. Based on the situation analysis, Upazila Parishad sets its vision, sector goals and expected outcomes so as to address the development challenges in the next five years.

A vision is an important element of development planning. Planning is a process of taking stock of current problems and issues as well as future requirements and wants, and systematically identifying the most effective ways of resolving those issues and achieving the desired outcomes. A **vision** is a desired state or scenario of the Upazila and its people. It is the people's shared image of the Upazila's future and describes what the Upazila wants to become or where it wants to get to within a specific time period. Therefore, it serves as an inspiration and a guide for Upazila's course of action towards its future destination. In this context, an important question to be asked is "where do you want to see your Upazila in near future?"

Given the current situational analysis, a vision is an inspiring picture of the preferred future of the people in the Upazila. It usually reflects long term perspectives and serves as a foundation for development policy and strategic planning in the Upazila. It should be specific to each Upazila reflecting a comprehensive and multi-sectoral development aspirations based on the current situational analysis of Upazila. It can also be linked with the SGDs and the 8$^{th}$ Five Year Plan as Upazila's FYP is expected to contribute to the national development plans.

A good Upazila vision should ideally be a local level aspiration eventually contributing to the national vision such as "Vision 2041". It may have two major dimensions- in one hand it is expected to contribute to the government's agenda for national development and on the other hand, it is also expected to contribute to the development of the local area. The two dimensions of vision can also be described in the following manner:

1. "Outward-looking" component or the desired role of the Upazila or the best contribution it can make to the development of the nation. It means:
   - Identifying the wider region to which the Upazila will make a substantial contribution; and
   - Defining the desired role that the Upazila will play in that region both at present and in the future.

2. "Inward-looking" component meaning creating a desired environment within Upazila for its inhabitants where they can make a living in accordance with their expectations. It defines the desired conditions of the following:
   - Local population (social sector)
   - Local economy (economic sector)

- Natural environment (environment sector)
- Local building and construction (infrastructure sector)
- Local leadership/governance (institutional sector)

A vision must cover a fairly long-term perspective. Drafting a vision statement must be done at an early stage of the formulation of the FYP. It is also important for the citizens of the Upazila to have a "say" in setting the vision statement. The visioning exercise should be an inclusive and participatory process because it entails determining the desired future state or condition of the Upazila in which these people live and also make their living. Special attention should be given to involve various stakeholders representing the different development sectors and sub-sectors (social, economic, infrastructure, environment and institutional), and as many societal sectors (women, indigenous peoples, youth, business, academic, civil society organizations, religious, farmers, etc.) as possible.

A vision statement must be Upazila specific and this cannot be the same for all Upazilas. Some sample formats are given below:

**Example 1**

*To promote sustainable development for citizens of the Upazila and their livelihoods by improving quality of education, health and sanitation, enhancing employments and productivities in agriculture and fishery and empowering women and girls.*

**Example 2**

*To reduce poverty and promote employment opportunities and productivities in local industries in the Upazila by strengthening agriculture and fishery productions, improving food processing and marketing food products.*

**(7) Setting FYP goals and outcomes with measurable indicators and drafting of FYP**

FYP goals must be more specific objectives which are directly linked with the vision statement of the FYP. Each Upazila Parishad based on its`` situation analysis, sets its own FYP goals, which assert what the FYP will focus on and aim at in the next five years. Upazilas also determine the development of key sectors--which will contribute to the realization of the vision. The process for setting FYP goals should be inclusive and participatory for ensuring the ownership of the stakeholders.

In setting FYP goals, it is recommended that each Upazila should focus on 3-5 sectors only which the Upazila Parishad considers most important and priority sectors based on the Upazila's existing situation analysis. Given the limited resources available at the Upazila Parishad, the FYP goals should have specific focus and clear prioritization. From the priority sectors, the FYP goals shall be formulated in order to address the development challenges and issues which Upazila is facing.

For each FYP goal, desired **outcomes** must also be determined. Outcomes are the expected changes as a result of the current development initiatives over the next five years. All

development plans must be result-based. Therefore, the results (expected changes) must be **measurable with a set of indictors**. Upazila Parishad shall come up with concrete indicators to measure the outcomes (changes/results).

The Government of Bangladesh has set various socio-economic national targets in pursuit of SDGs and also the 8th Five Year Plan. The Local Government Institutions (LGIs) including Upazilas are required to follow these goals and targets based on their local needs and priorities and by using their readily available financial, technical, and human resources. Thus, Upazilas may choose some outcomes (targets) of SDGs[9], (which can be considered as Upazila's priorities) based on their situational analysis and these targets (outcomes) should ideally be measurable indicators against which the progress of the FYP can be assessed.

In the context of Bangladesh, it is important to note that the 8th Five Year Plan has been formulated already and thus the targets of the new FYP should be revised in accordance with the latest national targets and targets of SDGs.

| No | FYP goals | Sector | Outcomes/Outputs | Measurable indicators |
|---|---|---|---|---|
| 1 | Improve access to primary education | Education | By 2024, communication facilities improved between the schools and villages | Maintenance of link roads in ___ UPs<br>Maintenance of link bridges in ___ UPs |
| | | | By 2024, regular inspections to all the schools improved | Bi-monthly inspection of all primary schools of ___ Unions |
| 2 | Improve the communication for livelihoods and public services | Communication Education | By 2014, roads constructed connecting the residents of __ villages to nearby market facility | Construct ___roads connecting ____ villages<br>Construct ___ bridges connecting ___ villages |
| | | | By 2024, communication facilities improved between the schools and villages | Maintenance of ___ link roads in ___ Unions<br>Maintenance of link roads in ___ UPs |

By setting vision statement, FYP goals, outcomes and measurable indictors, the Upazila Parishad focus on setting the priority and on the development activities and implementation modalities to be undertaken in the Upazila for the next five years. **Format 5** (See the Annexes) provides the standard process for setting the FYP goals, outcomes and indicators.

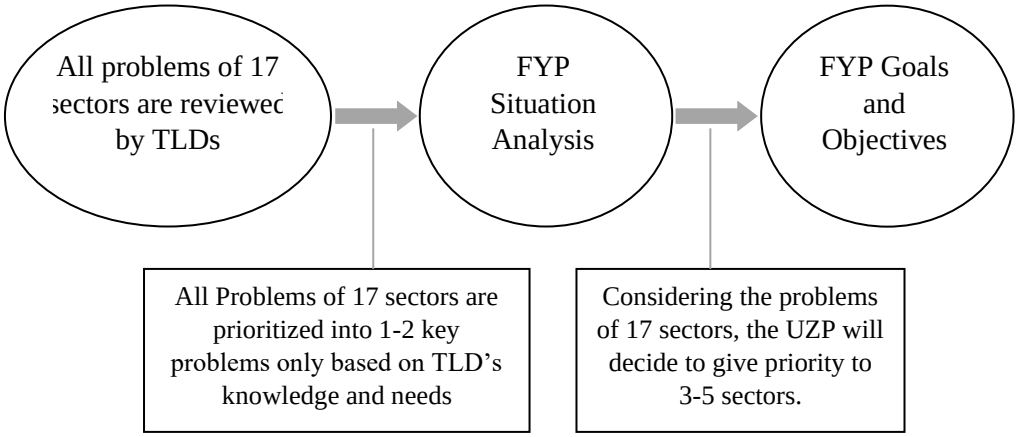
It is pertinent to mention that the activities related to setting vision statement, FYP goals, outcomes and indicators shall be led by the UCFBPLRM and TGP. It should be kept in mind that the process should be as inclusive and participatory as possible. At the end, they

[9]Please refer to the Monitoring and Evaluation Framework of SDGs: Bangladesh Perspective, published by the Planning Commission in March2018.

should be approved by the Upazila Parishad.

**(8) Prioritization and development strategy**

As mentioned already, based on the situation analysis, Upazilas shall formulate their visions, FYP goals, and expected outcomes with measurable indicators. They will also set the development priorities for the Upazila to address in the next five years.




Such priorities provide the basis for making the **choices of Upazila's development strategy**. The development strategy is the medium-term policy direction which focuses on what development approach would be most effectively and efficiently realize the vision, FYP goals and expected outcomes (results). This will guide the prioritization as to what projects, schemes, or initiatives are to be funded by the AP during the period of five years to meet the FYP goals and outcomes.

**Table 4** is an example (a hypothetical case) of the linkages of development planning and strategy (the situational analysis, settings of vision, sector goals, expected outcomes with measurable indicators and the development strategy) at the national and local levels.

**Table 4:** An example of the logical linkages of development planning and strategy

| | Situation Analysis | Vision Setting | Sector Goals Setting | Outcomes Setting | Development Strategy |
|---|---|---|---|---|---|
| National | Widespread poverty and illiteracy, more than 50 percent people living below the poverty line, lack of access of common people to education and health, and unemployment, women are lagging behind men | Alleviating poverty and sustaining the economic growth with a view to become a middle-income country by 2021 | Reducing the poverty by undertaking pro-poor development initiatives<br><br>Enhance people's access to education<br><br>Enhance people's access to health | Reduce poverty by 50 percent by 2021<br><br>Enhance the social safety net programmes by 20 percent in all the district<br><br>Build at least 2 new primary schools in each year at each Upazila in Bangladesh and maintain the quality of education in the existing ones<br><br>Provide district level | FYP<br><br>Perspective Plan |

| | Situation Analysis | Vision Setting | Sector Goals Setting | Outcomes Setting | Development Strategy |
|---|---|---|---|---|---|
| | | | Create special employment opportunities for all, especially for women | training to all the personnel of the community clinics by 2021<br><br>Provide the Upazila Health Complex of the country with an ambulance by 2021<br><br>Enhance rural employment opportunities (farm and non-farm) by 50 percent within 2021. | |
| Local (Upazila) | More than 50 percent people live below the poverty line, low level of literacy, poor health care and primary education facilities, women's role in productive activities is minimal | Making an accountable and service oriented Upazila by 2021 through undertaking pro-poor development initiatives with a clear focus on increasing the access of poor and disadvantaged to education and primary health care services | | Activate all the Upazila Committees by 2021<br><br>30 percent enhancement of Upazila wide pro-poor development scheme implementation<br><br>Enhance the primary education enrolment by 90 percent within 2021<br><br>Ensure Upazila's poor people's access to primary health care (100 %) 2021 | Inclusive FYPs with a clear focus on poverty alleviation, enhancement of pro-poor development initiatives<br><br>Inclusive APs with a clear focus on poverty alleviation, employment, ensuring access to education and health |

By analyzing what development initiatives undertaken in the Upazila based on the national development plan (via resource mapping), the Upazilas should try and make synergies and complementarity with such national plans in order to maximize the outcomes and the results. Adoption of such development strategies can help minimize or avoid the duplication of development efforts and thereby help saving scarce development resources.

In this step for development strategy, the Upazila Parishad can also determine how individual projects/activities can be implemented within the period of 5 years. For prioritization of the development schemes, the following criteria may be followed:

- Contribution of the proposed programmes to the achievements of the vision, sector goals and outcomes desired by the Upazila
- Response to emergency
- Relative benefits (multi-sectors, multi stakeholders, larger beneficiary coverage)
- Potential positive effects on the women, poor and other vulnerable groups
- Potential benefits to an extremely marginalized community
- Potential benefits to the Upazila at large
- Union wise priority schemes

- Sector wise priority such as education, sanitation, and health
- Projects for institutional capacity building
- Contribution to the achievements of SDGs
- Contribution to the environmental conservation
- Contribution to the goals of the national plans

In development strategy, special considerations should also be given to issues such as the gender, disability and other important social aspects of the beneficiaries. Possible impact on the environment, disaster risk reduction and climate change adaptation should also be given due considerations, as appropriate. Those strategies/programmes that are not feasible, not cost-effective, or lead to negative impacts on the environment or enhance future disaster risks or beyond the capacity of the Upazila Parishad to implement should be excluded from the FYP.

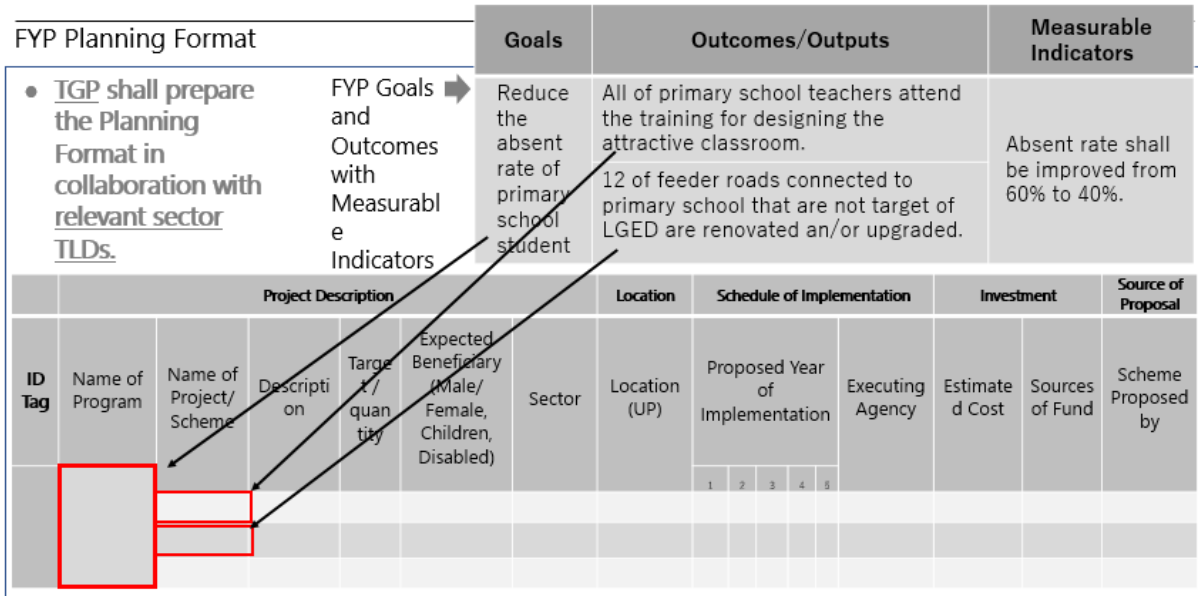
As APs are important building blocks for the Upazila Parishad to achieve the FYP goals and outcomes, it is also important for the Upazila Parishad to determine how to design and strategize the APs within the five-year period to realize the overall goals and outcomes of the FYP.

**Figure 6** below illustrates an example as to how development initiatives in the priority sectors of the FYP could be implemented in each year in terms of AP and thus aim toachieve the goals and outcomes of the FYP.

| **Priority sectors identified for FYP** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
|---|---|---|---|---|---|
| **Education** | | | | | |
| **Health and Sanitation** | | | | | |
| **Agriculture & Fishery** | | | | | |
| **Road constructions/repairs** | | | | | |

**Figure 6:** Illustration of the relationship between the FYP and the AP

Once the priority is set for the FYP, UCFBPLRM and the TGP shall prepare development strategy and compile a provisional list of development initiatives in accordance with the **Format 6** (please see the annex).




It is stated earlier that Five-Year Plan (FYP) is a comprehensive document showing a medium-term development policy and strategy of the Upazila in a period of five years. It presents the vision, FYP goals, and expected outcomes with measurable indicators. It also describes the institutional framework and procedures of the Upazila Parishad to formulate, implement and monitor and evaluate development initiatives in the Upazila.

The UCFBPLRM with support of the TGP will formulate a draft FYP and submit it to the Upazila Parishad for review.

While preparing the draft, it is recommended that the following FYP table of contentscan be used. It includes:

1. Cover page
2. Foreword
3. Map of the Upazila
4. Basic demographic and socio-economic data and information (Format 1)
5. Situation analysis (Format 3)
6. Budget summary (Format 4)
7. Key development activities implemented in the Upazila by each TLD (this is not compulsory but Upazila can include them)
8. Vision Statement
9. FYP Goals and Outcomes (Format 5)
10. FYP Planning Format (Format 6)
11. M&E plan
12. List of the members of UpazilaParishad, UCFBPLRM and TGP

The FYP must be self-explanatory document for all stakeholders and partners .Thus, it is utmost important that for each above heading between 4 and 10, good descriptions of the processes undertaken in each step and comprehensive explanations on the linkages and logical flows between the steps must be provided in the text of the FYP. This will enable any readers of the FYP to understand the development policy and strategy which the

Upazilais going to undertake. Especially key clarifications must be provided at each step asking the following questions:

- What has been decided (final decisions, conclusions, etc.) at the end of the step?
- Why and how the decisions were made (e.g. analysis, review, meeting, etc.)?
- With whom the decisions were made while having consultations (e.g. Unions, TLDs, CSOs/NGOs, people, etc.)?

**(9) Sharing of draft FYP with the stakeholders by Upazila Parishad**

Prior to a final approval of the FYP, the Upazila Parishad considers the draft FYP in a meeting then sends the draft out to the Member of Parliament (MP), Deputy Commissioner (DC), Deputy Director Local Government (DDLG), all Union Parishads, and Paurashava. A summary of the draft FYP is also expected to be put on in the notice board for public display and also in the website of the Upazila Parishad for public views and comments.

**(10) Approval of the FYP in the Upazila Parishad's meeting**

Having received the comments and feedback from the stakeholders Upazila Parishad is expected to consider those comments and then also try and incorporate those into the FYP if found important. Then the copy of the FYP will be placed to the Upazila Parishad for review and final approval in its meeting. The Upazila Parishad may invite representatives from different professional groups and informed citizens to this meeting.

**(11) Publication and dissemination of the approved FYP**

As part of its transparency and accountability, Upazila Parishad must establish a communication strategy for public relations. After having the FYP approved, the Upazila Parishad shall ensurethe wider dissemination of the FYP. The Information Book of the Upazila may include the FYP, annual development plan and Annual Budget related information along with other information. It is also important for the Upazila Parishad to post an annual FYP monitoring report and the final accomplishment report in the website as well as the notice board of the Upazila Parishad for public view.

Once the FYP is approved, the Upazila Parishad shall send the final copy of FYP to the MP, DC, DDLG and all Union Parishads, Paurashava, and all members of the Upazila Parishad. It will also put up a copy in the notice board of Upazila Parishad and other important offices, and post it on the websites of Upazila Parishad, and District Web portal for wider dissemination. A copy may also be shared with the local newspaper/journalists.

**(12) Implementation and Monitoring and Evaluation (M&E) of the FYP**

The Five-Year Plan (FYP) provides a basic medium-term framework for the development of the Upazila. As far as the implementation of FYP is concerned, all development activities of the Upazila are expected to be implemented in the form of the annual plan (AP) in conformance with the FYP. Monitoring of FYP is an important exercise which provides an

opportunity to the Upazila stakeholders to track the progress made over a period of time against the stated development goals.

It is to be noted that the **monitoring of FYP** is conducted **on an annual basis**. As for the institutional set-up for the monitoring, Upazila Parishad Chairman and Vice-Chairs are responsible for monitoring and supervision of the operations of the development activities, utilization of resources and their results. The UNO is responsible for providing support to the Upazila Parishad[10] for the execution of the development plans, and supervision and reporting on the progress. Upazila Nirbahi Officer reviews all project-related reports and monitoring visit reports of the Parishad members, and prepares a summary report to be presented in the Upazila Parishad meeting. UNO will also be responsible for the record-keeping of the project implementation-related documents.

As mentioned earlier, monitoring involves a regular collection and analysis of information to identify the progress and achievement of a plan against its goals and expected outcomes with measurable indicators. Monitoring of the FYP is done by the UCFBPLRM with the support from the TGP on an annual basis. FYP's M&E is expected to be result-based. The FYP's annual monitoring is done by consolidating the AP monitoring reports of the given year. In accordance with the contributions made towards the expected outcomes by the projects and schemes during the given year, the FYP's annual monitoring report will be prepared.

A FYP monitoring report will be reviewed at the Upazila Parishad meeting every year. The FYP monitoring report will then be submitted to the DC office as well as the DDLG office as part of accountability and transparency. The status of FYP progress shall be posted in the website of Upazila for public display which will also help ensure transparency and accountability.

**Format 7** shall be used for annual monitoring of FYP.

[10] Charter of Duties of the officials of the transferred departments, Circular no: 1422, Dated 17-06-2014

**Format 7: FYP Annual Monitoring Report**

| No. | FYP Goals | Outcomes / Outputs | Measurable indicators | Achievements to date (%) of the targets achieved) | Resources (%) |
|---|---|---|---|---|---|
| 1 | Improve infrastructure in the rural communities | Citizens' access to livelihoods and public services improved | __ Km of the roads<br>__ bridges | 2019: 15%<br>2020: 20%<br>2021: __%<br>2022: __%<br>2023: __% | 2019: 15%<br>2020: 22%<br>2021: __%<br>2022: __%<br>2023: __% |
| **Any issues to be highlighted during the period:**<br>• For the year 1, due to the delayed formulation of the FYP and the AP, Upazila Parishad was not able to implement the AP project in full. Upazila Parishad needs to catch up the implementation of the AP projects.<br>**Important lessons learned:**<br>• Due to some delay in receiving the first ADP installment, the implementation of the projects was also delayed. It is important that Upazila Parishad would approve the use of the revenue surplus to be utilized for financing some AP project at the beginning of the fiscal year. | | | | | |
| 2 | Reduce school dropout rate in secondary and | Food support provided to all students in lower income families | ___ food support to _____ students | 2019: 20%<br>2020: 23%<br>2021: __% | 2019: 20%<br>2020: 23%<br>2021: __% |

**During the mid-term of a FYP (generally in Year 3)**, a **mid-term evaluation** will take place to determine the progress and based on the review, if required, the Upazila Parishad may consider revising the FYP to capture the situation on the ground better and also the needs of local people of an Upazila at a given time.

The review points may include the following:

- Progress and prospects for the implementation;
- Results and benefits of implemented schemes/projects;
- Delay of the progress and its reasons;
- Changes in situation, needs or priorities of the local people;
- Urgent needs, such as disasters, accidents and others;
- Availability of local resources to address the present needs and priorities; and
- Plans, development projects, technical assistance projects newly or to-be-implemented in the near future.

If the majority of the Upazila Parishad members decide to revise the FYP, the same principles ideally are to be followed as followed during the time of formulation of FYP. However, the process can be simplified taking into consideration importance of the suggested revisions. If the FYP is revised, the annual development plan and budget also need to be revised accordingly.

At the end of the implementation of FYP, a **final evaluation** will take place to examine if expected outcomes (changes) have been achieved and what lessons can be drawn in preparing the next FYP. The final evaluation should be undertaken by a third party

contracted to determine if the expected outcomes and the concrete indicators have been attained as planned. If not, what are the attributions? It also examines the lessons learnt (e.g. what worked and what did not work well in terms of the management of the FYP cycle (e.g. formulation, implementation, M&E), processes (e.g. situation analysis, resource mapping, prioritization, etc.) and institutional framework. All these exercises will help the Upazila Parishad to improve the processes as well as the quality of the development programme cycle in future.

### 3.3. Timeline for the FYP cycle

The FYP is usually coherent with the Upazila's local election cycle. The timeframe may be determined based on the priority of needs, availability of resources, or logical sequence of actions to be taken within the next 5 years. It should also encompass a realistic timeframe for the implementation of the APs (projects/schemes).

A standard timeline of the FYP is presented in **Table 5** below. The plan is ideally expected to be approved in June, i.e. before the beginning of the fiscal year. In each year, an annual review of the FYP should be carried out in April and therefore any revisions and updates can be made if necessary. Upazila Parishad's approval can be sought and obtained before June. The implementation of the FYP is expected to begin right after the approval of the plan by the Upazila Parishad. Mid-term review of the implementation of the FYP is scheduled to be performed in April of the Year 3. The preparation process of the next FYP is expected to be completed in March of the Year 5.

**Table 5:** Scheduling of FYP-Related Activities

| Activity | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|---|---|---|---|---|
| **FYP formulation** | June-August | N/A | N/A | N/A | April |
| **FYP approval** | August | N/A | N/A | N/A | June |
| **FYP implementation** | August-June | July-June | July-June | July-June | July-June |
| **Annual review** | N/A | July | July | July | Final review (July) |
| **Mid-term review** | N/A | N/A | June | N/A | N/A |
| **Approval of revised FYP** | N/A | N/A | August | N/A | N/A |
| **Evaluation & lessons learnt for the new FYP** | N/A | N/A | N/A | N/A | April |

# Chapter Four: Formulation of Annual Plan (AP)

## 4.1. Background

Section 42 of the Upazila Parishad Act, 1998 (amended 2009, 2011 and 2015) has clearly envisaged that the Parishads are required to prepare both FYPs and also APs. Generally, UpazilaParishad shall determine the AP based on several conditions:

- The medium-term development planning and strategy defined in the FYP;
- Existing situations (e.g. emergency and/or urgency)
- The existing prioritized projects and schemes;
- Availability of financial resources;
- Technical capacity for the implementation of the projects.

As each AP within the period of the five years is **an important building block to realize the already determined goals of the medium-term development planning and strategy**, the AP must be linked with the FYP.

As for the contents, the AP and the FYP have some similar and/or same information (e.g. demographic and socio-economic data and information, situational analysis, etc.), which are important as the AP is part of the FYP. But that information should be included in the AP so that everyone can easily understand the nature of annual development plan of the Upazila by reading the AP (a self-explanatory document) without referring back to the FYP.

At the same time, the AP should contain some updated information and data for the year it is formulated for, and which are always relevant for local development activities. They include some emerging needs and responses (e.g. disaster responses including COVID-19 pandemic) and updated statistical data and information. Furthermore, it must contain the actual projects/schemes information to be funded by the AP (e.g. what projects/schemes the Upazila Parishad will implement in a given year, what targets will be achieved, and how project activities will be executed and managed). It also describes clear deliverables (outputs) and implementation strategies. So only the AP (not the FYP) contains the list of the projects to be funded by the AP and their project summaries.

The Upazila Parishad is primarily responsible for the formulation and implementation of the AP. The institutional framework for formulating the AP is just the same as the FYP. The UCFBPLRM is responsible for drafting the AP with technical support received from the TGP. The Project Selection Committee (PSC) is responsible for the selection of projects/schemes. The draft AP is supposed to be finally approved at the Upazila Parishad meeting.

According to the LGD Guidelines[11,] the Upazila Parishad has to prepare the AP and FYP, and

[11] Section 3 of the Guidelines for Development planning and implementation, Memo No. 1057 dated 2nd November 2014

undertakes all development schemes/projects as per these plans.

The standard timeframe of the AP is same as the **fiscal year of Upazila starting from 1 July and ending on 30 June each calendar year**. Thus, AP preparation process must start in April every year. Every five years, the FYP shall be prepared so that the AP can be prepared right after the formulation of FYP.

### 4.2. The steps for the formulation of AP

While preparing the AP, UCFBPLRM and TGP shall prepare a work plan for the formulation of AP in the first instance. Table 6 illustrates the suggested format for the work plan for AP formulation. The work plan shall be approved by the Upazila Parishad.

**Table 6:** Work Plan for AP Formulation

| AP Preparation Tasks | Responsible Person | Timeline | Remarks |
|---|---|---|---|
| Stakeholders' consultations | TLDs' officials with UPs (UDCC) and Paurashava (WLCC, TLCC) | Continuous | TLDs is responsible for determining the needs of the Upazila/Unions |
| Collection of data/information | Upazila Committees, UPs and TGP | Continuous | Upazila Committees, Unions continues to update and socio-economic data/information |
| Stakeholders' consultations | Upazila Committees/ TLDs and Paurashava and Unions | April | Discussions led by TLDs/ Upazila Committees |
| Situational analysis of the Upazila and prioritization | Upazila Committees/ TLDs and TGP | April/May | Socio-economic data and information gathering |
| Approval of the budget for AP cycle (formulation, implementation, M&E)<br>Development resource and activities mapping | Upazila Parishad<br>TGP with TLDs, Unions, Paurashava, NGOs/CSOs | April/May<br>May | - UNO/Upazila Committee estimate a budget<br>- TLDs consult with the line ministries of the GoB<br>- TGP gathers other sources |
| Setting AP goals and outcomes and drafting a AP | UCFBPLRM with TGP support | June | Discussions, analysis, decision making and drafting |
| Sharing the draft AP with stakeholders | Upazila Parishad with UCFBPLRM support | June | Ensuring inclusive and participatory consultations |
| Approval of the AP by Upazila Parishad | Upazila Parishad | July | Decision making |
| Publication and dissemination of the AP | Upazila Parishad with UCFBPLRM and TGP | August | Reporting to LGD, DDLG and the people in Upazila |
| Implementation of the AP | TLDs and other implementing agencies | Continuous | |

| | | | |
|---|---|---|---|
| M&E of the AP | Upazila Parishad with UCFBPLRM and TGP | Continuous | Quarterly monitoring and reporting as needed |

After having the work plan approved, the key steps for AP preparation will be followed. These are presented in below.

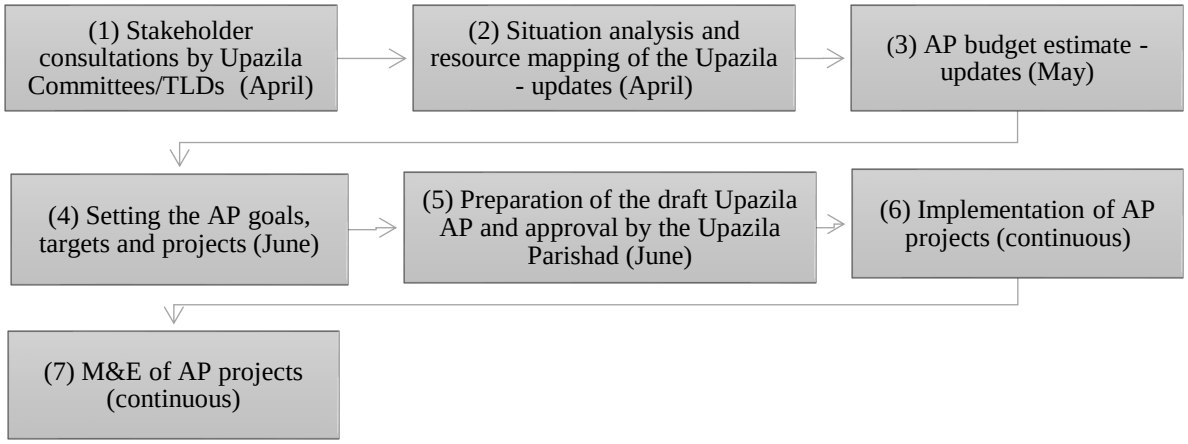



**Figure 7:**Key Steps for Preparing AP

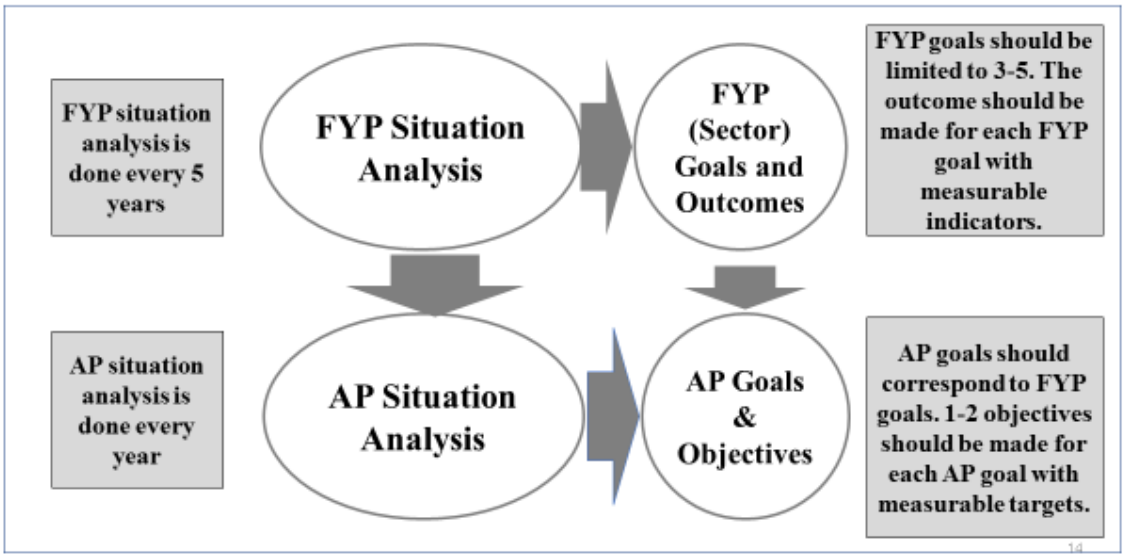
More detailed actions to be undertaken are described as follows:

**(1) Situation Analysis of the Upazila**

A situation analysis entails a "snapshot of the existing ground realities". Such analysis involves gathering, analyzing, and synthesizing data to make decisions along the lines of the strategic objectives using the available resources. In every five years, Upazilas prepare the new FYP and also AP to begin the implementation of FYP. In such a case, Upazilas may use the FYP situational analysis for the AP.

For more detailed processes and requirements for situational analysis, please refer to **the Situational Analysis and Resource Mapping of Upazila, of Chapter 3: Formulation of Five-Year Plan (Page. 21 of the Manual)**.

**Relations between FYP and AP**




The UCFBPLRM with support received from the TGP, shall undertake situation analysis for the Upazila Parishad. To determine the current situation in the Upazila, the following questions may be asked:

A) What is the existing situation in Upazila? (including development needs and emerging problems in different sectors)
B) How the situation may look like after the implementation of AP in a given year or after five years? (e.g. getting better or worse)
C) Given the circumstances, what would be possible actions which Upazila may undertake to address those development challenges and/or emerging problems? (e.g. possible projects/interventions in which sectors)
D) How much resources would be required to implement the projects in those sectors? Are there ongoing/future projects addressing the same challenges/problems in the Upazila? If so, how could they complement each other to overcome those problems?

Those are the same key questions raised at the time of FYP formulation. If the situations remain unchanged, the same situational analysis as used in the FYP can be included in the AP. If there is any update or emerging issue, they can be added to the e AP's situation analysis.

Similarly, good situation analysis requires comprehensive **demographic and socio-economic data and information** as well as **needs assessment** of the citizens in the Upazila. Such data and information are available at the Transferred Line Departments (TLDs) and Union Parishads. Thus, it is recommended that the TLDs shall be responsible for gathering those socio-economic data and information and for making the needs assessments and updating them in close coordination with Union Parishads and Paurashava throughout the year. Formats 1 and 7 can be used for this purpose. Again, if there is any updated data and information for the year, UCFBPLRM must use the latest data and information in formulating the AP.

In formulating the AP, the estimation of the available budget of the year is extremely important as the AP would approve a number of the projects and schemes to be implemented in the Upazila for the year. In order to estimate the budget for the year, the following "A Summary of Budget" (**Table 7/ Format 4**) can be used for the financial projection while preparing the AP.

**Table 7:** A Summary of the Budget

| Description | | Previous year (Actual) | Budget for current year | Estimated Budget for the next year |
|---|---|---|---|---|
| Part 1 | Revenue account/receipt | | | |
| | Revenue | | | |
| | Grant | | | |
| | Total income | | | |
| | Expenditure from revenue account | | | |
| | Revenue surplus / deficit (A) | | | |
| Part 2 | Annual Development Programme (ADP) provided by the Government | | | **Amount D** |
| | Other grant and contribution | | | |
| | Total (B) | | | |
| | Total resources (A+B) | | | |
| | Expenditure from development account | | | |
| | Total budget surplus / deficit | | | |
| | Revenue carried over from the previous year | | | **Amount C** |
| | Closing balance | | | |

In the **Table 7** above (**Format 4**), a total of **Amount C and Amount D** will be the estimated budget for the development activities of the given year. **Amount C** can be calculated based on the actual budget of the year minus the expected expenditures of the year. **Amount D** is the ADP amount of current year[12]. They are the total available resources directly under the control of the Upazila Parishad for funding in a given year.

The development resources directly under the control of Upazila Parishad are limited, comparing to the total development resources spent in the Upazila for development initiatives. They are estimated at 5-7% of the total development funds spent in the Upazila. Given the scarce resources, Upazila Parishad shall **determine the best use of such resources in order to maximize the results**. Therefore, it is recommended that by ensuring better coordination and collaboration between Union Parishads, Zila Parishad and TLDs, Upazila Parishad would create **complementarity and synergies** with other development initiatives funded by the national and other plan/projects in the Upazila. In order to do so, Upazila Parishad shall capture a good overview of all development initiatives being funded

[12]The amount of ADP allocations for the Upazila Parishad may vary each year. For the purpose of determining the budget for the AP, it is suggested that the Upazila will use the same amount of the ADP given to the Upazila Parishad last year.

by other entities at the time of formulation of AP. For examples, they should include development activities undertaken by TLDs, MP, NGOs/CSOs and even private sector in a given year.

It is also recommended that Upazila Parishad would formulate new projects to be included in the AP, which can respond to **inter-Union development needs** (e.g. environment, disaster, inter-Union infrastructure, etc.) in line with the FYP. They can be identified at the time of situation analysis.

**Table 8** below illustrates an example of resource mapping at different sources in the Upazila level.

**Table 8:** Development activities at Upazila from different sources

| Plan/Project Name | Sector | Concise Description including target groups and deliverables | Target Area (District/ Upazila/ Union Name) | Duration of Project |
|---|---|---|---|---|
| **Projects funded by National Plan** | | | | |
| Social welfare | Amar Gram, Amar Shohar (My Village, My Town) | 'Amar Gram, Amar Shohar' is a LGD supported project of the government. The aim of the project is to develop every village where they will enjoy all facilities to have a decent life. Under the project government would create the civic amenities of urban areas for rural people, which would include access to electricity, expansion of trade and business, development of all modes of communication, planned housing and sewerage system, pure drinking water, healthcare facilities and coverage of Internet and technology-based communication. This project will be piloted in 15 model villages of 8 Divisions of the country and the LGED will be responsible for the implementation of the project. | 15 Pilot villages from 8 Division | Project initial budget: 150 Core taka Duration: 2020-2025 |
| **Development Project of LGIs** | | | | |
| Providing furniture to primary schools | Education | 6 primary schools from 4 Unions were given 60 benches with the Unions' own source revenue. | Subornagram UP, Hijlakandi UP, Maloti UP, Radhapur UP | 1 year |
| **Projects of MP** | | | | |
| **Projects of NGO and CSO** | | | | |
| Tailoring training from the women | Social Welfare | 90 women from 9 UPs under the Upazila would be given special tailoring training each year by | All UPs under the Upazila | 3 years |

| Plan/Project Name | Sector | Concise Description including target groups and deliverables | Target Area (District/ Upazila/ Union Name) | Duration of Project |
|---|---|---|---|---|
| | | Rupantor- a national NGO | | |
| **Initiatives funded by the private sector** | | | | |
| Plastic bucket factory | Industry | This is a project of the Gazi group of companies in which 100 local people have found employment | It is located in Tarabo UP | - |
| **Other Projects/Development Activity** | | | | |
| Hand wash training project for the school children | Health | UNICEF supported programmes meant for all the students of the primary school and managed through SMCs and the purpose is to teach the children about the health care and hygiene | All UPs | 2 Years |

For the situational analysis of the AP, the good team work at the Upazila is critical. The existing Upazila Committees can effectively be used for sectoral review. The TLDs in collaboration with the Union Parishads takes a lead of gathering socio-economic data and information as well as the need assessment at the Union level. The UCFBPLRM and the TGP can compile the information received from other entities regarding their respective development initiatives within the Upazila and conduct a resource mapping exercise. They can use **Formats 1, 2 and 8** of the Manual for situation analysis for the AP.

### (2) Setting AP Goals, Objectives[13] and Targets

It is important for the Upazila to set the AP goals, objectives and targets because it serves as:

- A clear and concrete development strategy for the Upazila, which can be shared with concerned stakeholders
- A direct reference to prioritizing what projects/schemes are to be funded in the AP
- Clear indicators for monitoring and reporting of the AP

Based on the situation analysis, the Upazila Parishad sets AP goals and targets to address the development challenges/problems in a given year. The vision statement, the FYP goals and outcomes become the guiding principles to set more specific AP goals, objectives and annual targets for the Upazila. According to those AP goals and objectives, targets, the projects and schemes can be prioritized. **Format 9** (please see in the Annexes) provides the standard format for setting the AP goals, objectives and targets.

For setting the AP goals, objectives and targets, Upazila shall ensure that they are **properly aligned with each other**. It is recommended for Upazila to go through the following steps:

- In accordance with FYP goals and outcomes, the AP goals will be grouped into different priority sectors.

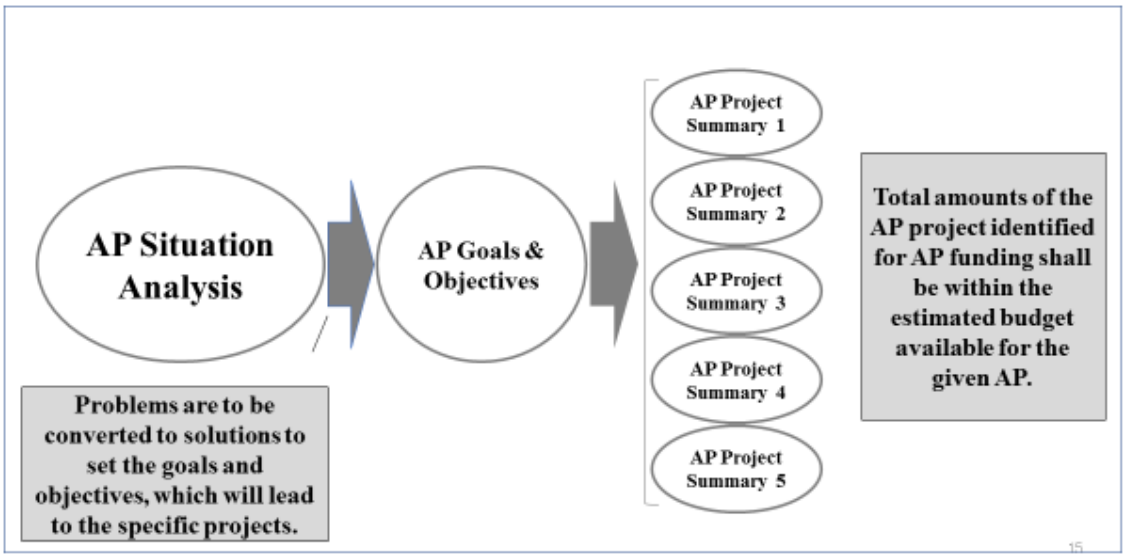
[13] Objectives here means the activities (e.g., schemes, projects) undertaken in order to achieve the AP goals

- In each sector, more specific AP goals will be set in accordance with the FYP goals and outcomes. In other words, the AP goals must contribute to attainment of the FYP goals and outcomes.
- The AP goals will be further broken down to specific objectives.
- Each objective will come with specific annual target(s), which is/are measurable indicator(s).

It is very important to note that by creating proper alignments between- the AP goals, objectives and measurable targets, the Upazila will be able to monitor and report the progress and achievements of the AP. This way, it is possible also on the part of the Upazila to monitor the FYP and measure the outcomes of the FYP.

In many Upazilas, they have a number of projects/schemes developed by Unions, other stakeholders, and/or development partners. Some Upazilas determine the AP goals based on the actual projects. This is a wrong practice for development planning. Thus, it is important that the AP goals must be determined only with the guiding principles on how to attain the FYP goals. Actual projects can be selected only after having set the AP goals, objectives and targets.

**Relation between AP goals and objectives to AP projects/schemes**




### (3) Preparation of the draft annual plan (AP)

During the preparation of the AP, the Upazila Parishad shall always refer to the FYP and consider how best it can realize the vision statement, the FYP goals and expected outcomes by implementing the AP each year. In addition, the Upazila Parishad shall keep good coordination and collaboration with concerned stakeholders such as Unions Parishads and Paurashava, NGOs and private sector. Therefore, the processes of AP formulation and implementation should always be inclusive and participatory.

Being a self-explanatory document, the AP must contain all necessary information regarding the annual development plan and strategy of the Upazilain a given year. Although

some information may be duplicated with the ones in the FYP, it is still important to provide the complete information in the AP document.

For this reason, the following table of contents is recommended for the use:

1. Cover page
2. Forward
3. Map of the Upazila
4. Basic demographic and socio-economic data and information (Format 1)
5. Situation analysis (Format 8)
6. TLD initiated development activities in the Upazila (this is not compulsory but Upazila can include them)
7. Upazila development programs from different sources (resource mapping) (Format 2)
8. Annual budget summary (Format 4)
9. Vision statement and sector goals (from the FYP)
10. AP Goals, Objectives and Targets (Format 9)
11. Project summary (Format 10)
12. M&E plan
13. Scheme Proposal (Format 11)

The UCFBPLRM with help of the TGP are responsible for drafting the AP. In drafting the AP, good descriptions and explanations are to be provided to each heading starting from 4 to 10 of the above table of contents. Some key questions need to be answered in each heading which should include the following:

- What has been decided (final decisions, conclusions, etc.) in the step?
- Why and how the decisions were made (analysis, review, meeting, etc.)?
- With whom the decisions were made during consultations (Unions, NBDs, CSOs/NGOs, people, etc.)?

It is also very important that logical sequences are maintained among the steps. Each step should be an important building block to reach the AP goals, objectives, and targets. These should always be consistent with the FYP.

The AP must contain a list of the projects/schemes to be funded in a given year. The AP goals, objectives and targets are the determining factors for the selection of the projects and schemes. It should not be the other way around--meaning the AP goals, objectives and targets should never be determined based on the projects arbitrarily selected.

At the Upazila level, it is often observed that most Upazilas invite the Unions to submit project proposals for AP funding. In fact, it has been a practice at the Upazila level that the Upazila's ADP is divided among the Union Parishads. It should be kept in mind that there is no legal binding on the Upazila to do it. Therefore, Upazila Parishad should try and break away with this apparently inefficient practice. Rather, the distribution of resources should be based on criteria of proper assessment of needs of the Union Parishads. From the view point of good development planning, however, **Upazila Parishad shall give priority on those projects which fall into the FYP goals as well as the AP goals, which are**

**determined by the situation analysis, where development needs are considered most critical and urgent**. It is also recommended that Upazila Parishads to give due diligence to have development planning cycle inclusive and participatory and so that the decision making on development planning shall reflect the interests of the wider spectrum of the stakeholders.

For project proposals for AP funding, it is important for Upazilas to maintain a good **depository (roster) of qualified development project proposals** at the Upazila level throughout the year. In order to keep up the quality of project proposals, it is recommended that each Upazila shall undertake a **periodic training on how to prepare a project proposal** for the stakeholders. The Upazila engineer may act as the trainer and use the project proposal format (**Format 11**) as an outline for such training. In this way, Upazilas will be in a position to constantly maintain a number of qualified project proposals which are fundable throughout the year.

The **project summary** (**Format 10**) covers only the prioritized projects/schemes which can be funded by the financial resources available in the Upazila in a given year. It should not include any other projects/schemes whose funding are beyond the capacity of the Upazila in a given year. These can be listed separately as **the projects on pipelines. These pipelines projects can only be implemented if additional funds are available to the Upazila from some sources.** It is important to note that the AP should not contain a long list of project/scheme proposals which are outside the scope of the FYP (the vision statement and the FYP goals).

The **Project Selection Committee** is responsible for selecting the priority projects and schemes for the AP. At present, the majority of the projects and schemes are the ones with a single year duration. However, some prioritized projects may require a duration of multiple years for implementation. In such cases, Upazila Parishad needs to set aside sufficient resource allocations for those projects which go beyond a fiscal year.

### (4) Presenting the Draft AP at the Upazila Parishad Meeting for Approval

After the preparation of the draft AP, the Upazila Parishad shall share it with the relevant stakeholders such as Union Parishads, Paurashava, Zila Parishad, Upazila Committees, MP, DC/DDLG, and private sector entities and also with citizens by posting it on the website. The draft AP should also be put up in the Upazila Parishad's notice board for public display.

Feedbacks and comments received on the draft AP shall be scrutinized and to the extent possible incorporated into the final version of the AP after the Upazila Parishad's review and approval.

### (5) Approval of the AP and Allocation of Resources for Implementation

Upazila Parishad shall approve the final AP at a meeting of the Upazila Parishad. The Parishad shall also review and approve all the projects and schemes to be funded under the AP within the estimated budget available for the year. It shall also approve in principle

those projects under the pipeline list and as mentioned already and these will only be funded when additional financial resources are available in a given year.

### 4.3. Implementation of AP

After the approval of the AP, the Upazila Parishad shall implement the projects and schemes. Timely implementation is important as a part of the development planning cycle management. Implementation will begin with the required procedure either through PICs or by selecting a contractor for the project/scheme in accordance with the Public Procurement Rules of the Government.

The Upazila Parishad shall continue to be primarily responsible for the implementation of all development schemes/projects/activities listed in the AP. For the schemes which require higher technical capacity of design and supervision, the Upazila Parishad may seek assistance from the TLDs such as the Executive Engineer of LGED.

The Article 8 of the Upazila Parishad Development Fund Utilization Guidelines, November 2014 suggests that the Upazila Parishad will implement the project through RFQ/open-tendering or through the project implementation committee. The other clauses of Article 8 with regard to implementation of development plan are as follows:.

8.1) The Upazila Parishad, after finalising project selection, considering the allocated resources provided by it, following the rules (Contract), public procurement Act 2006 and PPR 2008, will issue the work order by inviting tenders, selecting contractors, as soon as possible. And take the necessary steps for prompt implementation of the project. To avoid delays, if necessary, the Upazila Parishad may call all the tenders at once for all the proposed projects that are implementable throughout the entire year.

8.2) The projects should be planned in such a way that all the planned development works for the relevant fiscal year are implemented within the 31st May of each year.

8.3) The expenses of the renewal of any project and in case of especial maintenance need to be limited within the relevant sectoral allocations.

Upazila Parishad Development Fund Utilization Guidelines, November 2014 also specifies the modalities for the implementation of development schemes. Those schemes that cost TK. 200,000 or less are implemented by 7-9 members of the **Project Implementation Committees** headed by locally elected representatives and composed of popular leaders and prominent members of the society (Article 10.2). Officers of concerned Upazila departments can also be members of scheme committees which are to be approved by the UZP. Under the new guidelines not more than 30 percent of the total allocated ADP funds can be implemented by scheme committees in a year (Article 10.3). All project implementation committees will be approved through the Upazila Parishad. No one can be a Chairman of more than one project implementation committee at the same time (Article 10.3). Project implementation committee will be accountable to the Upazila Parishad for the total expenditure (Article 10.4).

In order to ensure the timely implementation of the projects/schemes from the beginning of the

fiscal year, Upazila Parishad shall ensure two aspects: 1) to ensure **high quality of the project proposals** throughout the year; and 2) to secure the **budget for funding AP projects** from the beginning of the fiscal year.

As for the quality of the project proposals, it is often observed that those projects approved for funding for the AP are immediately ready for tendering or implementation as these require additional technical inputs and supports. It causes the delay in implementing the AP projects/schemes at the first quarter of the fiscal year. Therefore, it is recommended that Upazila Parishad should create a system whereby it will maintain **a roster of the project proposals** throughout a year. There should be a serious attempt made to improve their qualities to the extent possible and make them ready for tendering immediately or anytime as required. If any assistance is required, the support shall be given by the technical staff of the TLDs throughout the year.

Generally, another delay occurs on the front of receipt of ADP funds. Sometimes, due to procedural rigidity in disbursement of ADP funds by the central ministry causes delay in receipt of installment of ADP funds by Upazilas. It is, however, important and ideal for Upazila Parishad to try and secure the budgets for implementing the projects/schemes at the beginning of the fiscal year. In the event of aforesaid delays and for ensuring the timely implementation of AP, Upazila Parishad may wish to consider the use of the carried over revenue funds of the previous year with a view to kick-start the development works.at the beginning of the year and without waiting for the disbursement of the first installment of the ADP funds.

### 4.4. Monitoring and review of AP

Implementation of the AP should be monitored by the Upazila Parishad on a constant basis. The Chairman will take the lead role in undertaking a quarterly monitoring of the AP implementation, while UNO will assist him in this regard (The details of this process has been discussed in section 4.4.2 below). The TGP will help UCFBPLRM in compiling the individual progress reports received from the implementing agencies and finally preparing an AP monitoring report (**Format 12**). At the Upazila Parishad meeting, Upazila Parishad review the projects/schemes. Special attention should be given to see if these are on track in terms of the target indicators and/or the expenditures to date, it may make decisions for the suspension of the projects and/or the reallocation of the resources for other purposes (e.g. newly emerging needs and priorities or emergencies) if needed.

The timeframe and processes for review of the AP are closely aligned with the budget process to ensure that plans and budgets are well integrated. The review and revision will take place within April of each year and ideally before the preparation of the annual budget of the Upazila Parishad. If required, the annual development plan can be revised along with revision of the budget of a given fiscal year. This revision must be approved the Upazila Parishad in a formal meeting.

### 4.4.1.The purpose of Upazila AP monitoring and evaluation (M&E)

It is the responsibility of the Upazila Parishad to monitor the progress of the implementation of the schemes/projects.

For the Upazila Development Plans (both FYP and APs), they should have a proper M&E mechanism in place. It enables Upazila Parishad:

1. to comply with the Government's rules and regulations [14] for transparency and accountability;
2. to regularly and systematically track progress of implementation of projects/schemes and assess their performances and results in line with the development planning especially against the agreed upon goals, objectives and performance indicators/expected results;
3. to ensure the efficient use of the resources allocated to Upazila and report to the Government on the effective use of the ADP; and
4. to learn the lessons for the future development planning and strategy.

The M&E mechanism helps the Upazila Parishad and other stakeholders to know, among others, the following key factors:

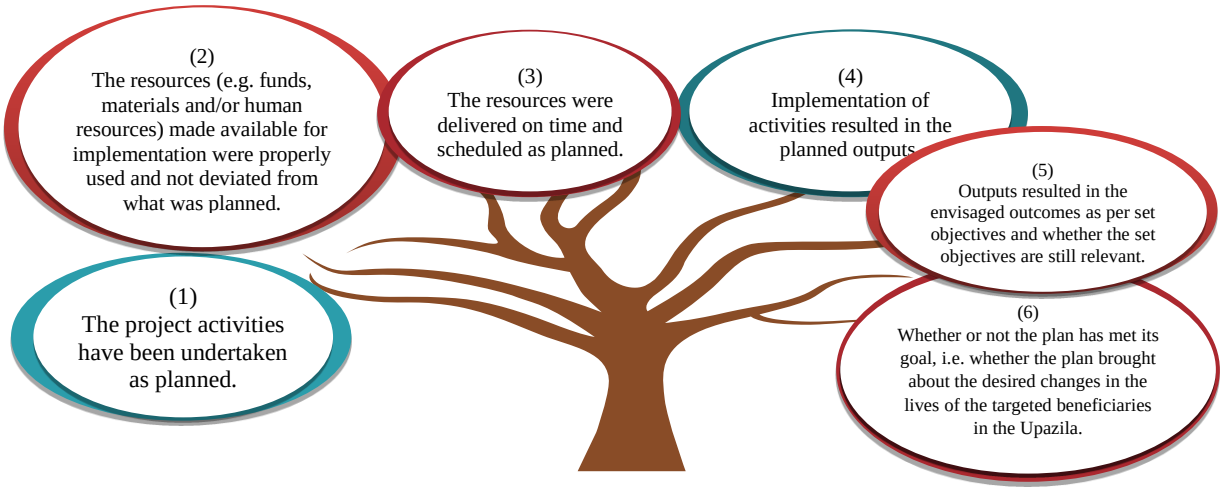



**Figure 8:**Key factors to be addressed by the AP M&E

Upazila Parishad is required to develop an AP M&E mechanism which will eventually feed into the overall government-wide M&E system. It is required to serve other governance and administrative objectives at different level of local and national governments as well as those of development partners. This mechanism should also correspond to the existing rules and regulations of the Government[15].

[14]Upazila Parishad Act (amended 2009, 2011 and 2015) and The Guidelines for Use of Upazila Parishad Development Fund

[15]Upazila Parishad Act (amended 2009, 2011 and 2015) and the Guidelines for Use of Upazila Parishad Development Fund

Similarly, the AP must have a monitoring mechanism which will also feed into the FYP M&E. Thus, it is crucially important that the AP is monitored closely on a quarterly basis against the set goals, objectives and targets.

On the whole, it is important to bear in mind that AP M&E is an important instrument for measuring the attainment of development visions and goals of the Upazila. Thus, the Upazila Parishad should periodically review the progress and results in its regular meetings to ensure its accountability.

### 4.4.2.AP M&E, institutional framework and reporting

Prior to the implementation of the projects/schemes to be funded under the AP, it is crucially important to see if all the projects/schemes listed in the AP are properly aligned with the AP goals, objectives and targets. It should be agreed upon by the wider-stakeholders of the Upazila and approved at the Upazila Parishad meeting. It is the responsibility of the Project Selection Committee to ensure this. When the resources (ADP) are secured, those projects/schemes shall be implemented on a timely basis in accordance with the established rules and guidelines[16]. At the project level, projects and schemes are implemented and closely monitored by either the **Project Implementation Committee** or the **Upazila Engineer**.

The Project Implementation Committee and the Upazila Engineer are responsible for submitting progress reports of individual projects/schemes to the UCFBPLRM. With the technical support provided by the Technical Group for Planning, the UCFBPLRM compiles the AP quarterly monitoring report and submit that to the Upazila Parishad for review in a meeting (in October, January and April).Any feedback and/or recommendation made by the Upazila Parishad is expected to be communicated to the Project Implementation Committee and/or the Upazila Engineer through the UNO for improvement and/or change. After a thorough review of quarterly progress report by the Upazila Parishad it is then supposed to be sent to **the DDLG Office** on a timely manner. **The DDLG reports to the DLG and LGD.**

AP monitoring involves a regular collection and analysis of information and data from the progress reports submitted by the Project Implementation Committee and Upazila Engineer. Then the UCFBPLRM with help of TGP identifies the progress and analyze the achievements of the AP against its expected goals, objectives and targets. They also check the resource disbursed against the budget originally allocated. The UCFBPLRM compile the **quarterly monitoring report** (**Format 12**) and submit it to the Upazila Parishad for review and recommendation in its formal meeting.

[16]Upazila Parishad Act (amended 2009, 2011 and 2015) and Article 5, 8, 9, 10 of the Guidelines for Use of Upazila Parishad Development Fund, 2014.

Upazila Parishad Chairman and Vice-Chairs are responsible for monitoring and supervising implementations of the development activities with special attention to the following important aspects:

a) Intended progress made in accordance with the planned activities (including any problems encountered);
b) Proper utilizations of resources (expenditures to date) in line with the estimated annual budget;
c) Contributions toward the goals, objectives and targets set in the AP.
d) A decision of any need for revision and/or suspension of the projects and/or their allocations of resources for other purposes (e.g., newly emerging needs and priorities or emergencies) in Upazila if needed.

Similarly, at the end of the projects/schemes, the Project Implementation Committee and the Upazila Engineer are responsible for submitting a final report of individual projects/schemes. The UCFBPLRM with the help of the TGP analyze the accomplishments against the AP goals, objectives and target indicators and compile the annual accomplishment report and submit it to the Upazila Parishad for its review in a meeting (in July). Once the final annual report is reviewed and approved by the Upazila Parishad, the report is then submitted to the **DDLG, who is expected to send this report to the DLG and to LGD in July.**

At the end of the projects/schemes, the Project Implementation Committee/Upazila Engineer are responsible for the preparation of the final reports which are to be submitted to the UCFBPLRM. The UCFBPLRM is then expected to compile the reports with the help of TGP as the **annual accomplishment report** (**Format 13**). And this report is then submitted to Upazila Parishad for review and approval in a formal meeting. At the Upazila Parishad meeting, AP evaluation involves in:

a) Evaluation of the projects/schemes already implemented to see whether the originally set objectives and targets have been achieved **at the project level**;
b) Review whether the resources have been effectively used for the purposes originally intended;
c) Review and analyze whether the overall AP goals, objectives and targets have been achieved **at the AP level**;
d) Any lessons learned for the next AP formulation and revision of the FYP; and
e) **Transparency and accountability** of the Upazila Parishad to the citizens of Upazila.

For c) above, the narrative section of the AP accomplishment report (**Format 13**) should be used. This is an overall review at the AP level to examine if the AP goals and objectives have been achieved and whether important lessons can be drawn from the already implemented AP. See below is the **Format 13** for narrative summary:

**Narrative Summary:**

- **Summary of overall accomplishment of the projects regarding the Annual Plan Goal 1:**
  - Under the Goal 1, a total of ___ projects were completed at the total expenditures of _____TK.
  - At the end of the fiscal year 2019/20, under the objective 1, a total of __ projects were successfully completed and met the targets of each outputs. It is also noted that _____ project has exceeded the target initially planned. Therefore the overall objective 1 has met satisfactory.
  - Under the Objective-2, a total of __ projects planned to be implemented. All __ projects were completed and met the initial targets. Therefore the objective 2 was fully met its targets by the end fiscal year 2019/20.

- **Summary of overall accomplishment of the projects regarding the Annual Plan Goal 2:**

- **Lessons learned:**
  - The quality of some project proposals from the Unions were poor. They needs to be improved to expedite the processes of tendering and implementation. It is recommended that the Upazila engineer would provide training on formulating project sheet to the officials at Union level.
  - Due to some delay in receiving the first ADP installment, the implementation of the projects was also delayed. It is important that Upazila Parishad would approve the use of the revenue surplus to be utilized for financing some AP project at the beginning of the fiscal year.

At the same time, for a) above, the later part of the AP accomplishment report (Format 13) should be used. This is a review at each individual project level to see if the project has achieved its initial targets using its estimated budget. Both targets and budgets are measured by percentages. In case, any project exceeded its target and/or budget, a full explanation must be given to clarify why it has happened. This is part of the accountability and transparency of the Upazila Parishad to the citizens. Please see below is the latter part of the AP accomplishment report for reporting individual project/scheme.

| No. | AP Goals | Sector | AP Objectives/ Activities | Target Indicator | Actual accomplishment | AP Project Title | Achievements to date (% of the targets achieved) | Budget/ Total disbursement to date (%) (Taka) |
|---|---|---|---|---|---|---|---|---|
| 1 | To prevent drop out from school and ensure proper environment for education | Education | 1. To provide tiffin box for initiating midday meal in primary schools | Distributing tiffin box among ____ students | _____ students | 1. Providing tiffin box to different educational institutions in the all Unions in the Upazila | _____ students | 250,000/ 250,000 (100%) |
| | | | 2. To provide sports materials to the educational institutions | Purchasing and distributing sports materials among __ schools | __ schools | 1. Distributing sports materials in educational institutions of ____ Union | __ primary schools | 100,000/ 100,000 (100%) |
| | | | | | | 2. Distributing sports materials in educational institutions of _____ Union | __ primary schools | 100,000/ 100,000 (100%) |
| | | | | | | 3. Distributing sports materials in educational institutions of _____ Union | __ primary schools | 100,000/ 100,000 (100%) |
| | | | | | | 4. Distributing sports materials in | __School | 100,000/ 100,000 |

For d) above, Upazila must draw the lessons learned from the implementation of the past AP. For this purpose, the following table can be used for some analysis on the lessons learned.

| **Findings** (what are the lessons learned from the review of the AP Accomplishment Report) | **Points of Improvement** (what are the areas your Upazila can improve by learning the lessons from the implementation of the last AP) |
|---|---|
| | |
| | |

In doing so, Upazila can easily identify the issues and/or problems, which Upazila

encountered during the implementation of the previous year's AP and also suggest any solutions and/or recommendations to overcome those problems/issues.

Finally, UNO with support received from the UPFBPLRM and TGP prepare an information note and submit that to the Upazila Parishad for the final evaluation in a meeting at the end of the fiscal year. Upazila Nirbahi Officer (UNO) also arranges the posting of the final results of the AP at the web portal of Upazila for ensuring general people's easy access to this.

**Overall workflow of the AP monitoring and reporting** is shown in **Figure 9** below:

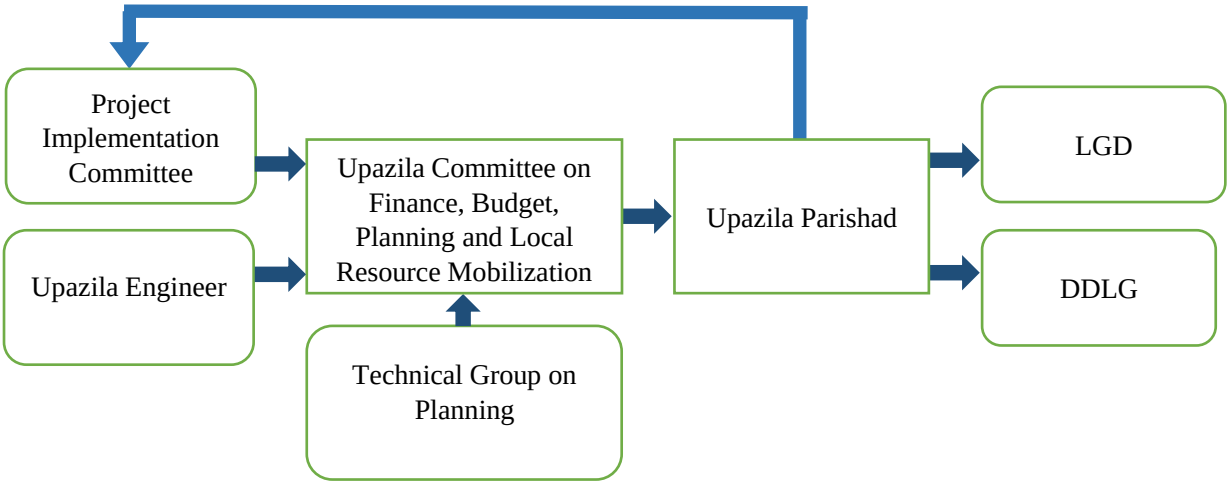



**Figure 9:**Workflow of the AP Monitoring and Reporting

**Development Planning Cycle for the AP**

Development planning is a continuous process. The review of quarterly monitoring reports and annual accomplishment report as well as the lessons learned will be important inputs in preparation of the next AP development planning cycle. They will be also closely aligned with the budget process to ensure that plans and budgets are well-integrated. The review and revision will take place within April of each year and before the preparation of the next annual budget as well as the AP of the Upazila Parishad. If required, the plans can be revised along with revised budget in a given fiscal year. However, this revision must be approved by the Upazila Parishad in a formal meeting. **Table 9** below shows the overall development planning cycle for the current APs in 2019 and 2020.

**Table 9:** Timeframe and Review Cycle of Annual Development Plan

| Month | 2019 | 2020 |
|---|---|---|
| May | Approval of annual budget & AP | |
| Jun | Approve of the current AP | |
| Jul | Implementing and monitoring projects | |
| Aug | | |
| Sep | | |
| Oct | 1st quarterly monitoring report | |
| Nov | | |

| Month | 2019 | 2020 |
|---|---|---|
| Dec | | |
| Jan | 2nd quarterly monitoring report | |
| Feb | | Identify development needs & priorities for the next AP |
| Mar | | List projects for annual development plan & submit projects to Upazila Parishad |
| Apr | 3rd quarterly monitoring report | Detailed planning and cost estimation of new projects |
| May | | Approval of annual budget & the AP |
| Jun | | |
| Jul | Annual Accomplishment Review | Implementing and monitoring the new AP |

It is also important to note that the review of quarterly monitoring reports and annual accomplishment report as well as the lessons learnt will be important inputs in the preparation of the next AP development planning cycle.

**What is the AP monitoring formats?**

In accordance with the AP M&E mechanism, Upazila Parishad can use the recommended **AP quarterly monitoring report format (Format 12) and AP annual accomplishment report (Format 13)**. They will be prepared by the UCFBPLRM with the help of TGP.

# Annexures

**Reference 1:** Members and Terms of Reference of UCFBPLRM

| | |
|---|---|
| CONCERNED DEPARTMENT(s) | • No Concerned Department at the Upazila. Upazila Parishad determines the members of UCFBPLRM. |
| MEMBER SECRETARY | • UNO/any officer to be assigned by the Upazila Parishad |
| FUNCTIONS | A) To advise the Upazila Parishad to ensure the earning of money from own revenue sources.<br>B) To collect proposals from all other committees for preparing the annual and long-term / multi-year development plans of Upazila Parishad and prepare the draft annual and long-term / multi-year plans.<br>C) To assist the Upazila Parishad in taking necessary steps to identify the potential sectors for the mobilization of local resources.<br>D) To assist the Upazila Parishad in organizing meetings in each Union Parishad to collect the local demands on a priority basis for the consideration in the annual budget.<br>E) To assist the Parishad in organizing open budget meetings for general discussion on the budget of the Upazila Parishad. |

**Source:** Circular of the Local Government Division dated February 15, 2021 (Instructions for conducting the activities of the Upazila Parishad Committee), whose memo no. is 46.00.0000.045.18.016.2019-117

**Reference 2:** Members and Terms of Reference of TGP

| | |
|---|---|
| MEMBERS | • It is an informal technical group. Upazila Parishad can flexibly determine the numbers and the composition of the TGP based on the priority areas, skills sets, and knowledge. It is recommended that the members can be 5-8 from the TLDs (key development sectors, Upazila engineer, etc.) and Upazila Parishad officials (e.g. personal assistant), etc. |
| CHAIRMAN PERSON | • UNO |
| FUNCTIONS | • To collect data to prepare development plans of the Upazila Parishad with assistance from Union Parishads, Paurashava, TLDs, Upazila Committees and also the Bangladesh Bureau of Statistics.<br>• To create the resource and project mapping of the Upazila from other sources.<br>• To review and analyze situational analysis and set priorities in consultations with Upazila Committees and Union Parishads<br>• To consult ideas with other stakeholders including NGOs, CBOs, CSOs and private sector.<br>• To scrutinize all the proposals based on the goals and priorities set by the Upazila Parishad.<br>• To draft an integrated Upazila FYP and AP.<br>• To consolidate all the comments of the stakeholders, including Upazila Parishad, concerned Union Parishads and TLDs on the draft FYP, and assist in preparing the final draft. The final draft will be submitted to the Upazila Parishad for approval.<br>• To review monitoring and evaluation reports of the individual projects and make necessary AP progress and accomplishment reports, advice and recommendations to Upazila Parishad via UCFBPLRM. |

**Reference 3:** Members and Terms of Reference of the PSC

| | |
|---|---|
| MEMBERS | • Upazila Nirbahi Officer (UNO)<br>• Upazila Vice Chair<br>• Upazila Vice Chair (female)<br>• Upazila Agriculture Officer<br>• Upazila Health and Family Welfare Officer<br>• Upazila Livestock Officer<br>• Upazila Public Health Assistant Engineer<br>• Upazila Project Implementation Officer<br>• Upazila Education Officer<br>• Concerned UP Chairman<br>• Upazila Preishad's Reserve Female Member |
| CHAIRMAN PERSON | • Upazila Parishad Chairman |
| MEMBER SECRETARY | • Upazila Engineer |
| FUNCTIONS | • To review and determine the completeness of the project proposals for funding by the AP in accordance with the **Format 11** of the Manual.<br>• To review and examine the project proposals in the long list from all sources and select the project proposals in accordance with the priority sectors and goals set by the FYP and the AP.<br>• To prepare a short list of the project proposals taking into account the priority sectors and goals of the FYP and the AP.<br>• To recommend to the Upazila Parishad for its consideration, only those projects from the short list- which can be funded with the resources available in a given year. |

**Format 1:** Basic demographic, infrastructure and socio-economic data and information (FYP/AP)

| Topics | Quantity / Number | Source/ Year |
|---|---|---|
| **Outline of Upazila** | | |
| Area | sq. km. | District Census 11 |
| Populations | (Male -; Female - Third Gender- ) | |
| Households | | |
| Number of population with disability | (Male -; Female - Third Gender- ) | |
| Number of voters | | |
| Population density | per sq. km. | |
| No. of Municipalities | | |
| No. of Unions | | |
| No. of Villages | | |
| **Important Public Infrastructure** | | |
| Hat-bazaars | | |
| Growth centers | | |
| Hospitals | | |
| Health sub-centers/Community Clinic | | |
| Bank branches | | |
| Post offices | | |
| Primary schools | | |
| Secondary schools | | |
| Universities/Colleges | | |
| Mosques | | |
| Temples | | |
| Graveyards | | |
| Boat jetties (Ghat) | | |
| Technical training institutes | | |
| Public toilets | | |
| Libraries | | |
| Park/Open places | | |
| Number of ponds | | |
| Number of rivers | | |

| **Key indicators for SDGs and its targets** | **Baseline data (year) at the national level** | **Latest data at the Upazila (year)** | **Target by 2030** |
|---|---|---|---|
| 1.2.1 Proportion of population living below the national poverty line (%) (SDG1, target 1.2) | 24.3% (World Bank, 2016) | | 9.7% |
| 2.2.2 Prevalence of malnutrition among children under 5 years of age (%) (SDG2, target 2.2) | 14.3% (BDHS) | | Wasting: <5% |
| 3.1.1 Maternal mortality rate (per 1,000 live births) (SDG3, target 3.1) | 181 (SVRS, 2015) | | 70 |

| | | | |
|---|---|---|---|
| 4.2.2 Participation rate in organized learning (one year before the official primary entry age) (%) (SDG4, target 4.2) | 39%<br>(APSC, 2015) | | 100% |
| 5.5.1 Proportion of seats held by women in local government (%) (SDG5, target 5.5) | 23%<br>(LGD, 2016) | | 33% |
| 6.1.1 Proportion of population using safely managed drinking water services (%) (SDG6, target 6.1) | 42.6%<br>(MICS, 2019) | | 100% |
| 7.1.1 Proportion of population with access to electricity (%) (SDG7, target 7.1) | 78%<br>(SVRS, 2015) | | 100% |
| 8.6.1 Proportion of youth (aged 15-24 years) not in education, employment, or training (%) (SDG8, target 8.6) | 28.88%<br>(QLFS, 2015-16) | | 3% |
| 9.c.1 Proportion of population covered by a mobile network, by technology | 2G: 99%<br>3G: 71% | | 2G &3G: 100%<br>4G launched in 2018 |
| Dropout rate of students | | | |
| Family of hygienic toilet users (%) | | | |

**Format 2:** Upazila development programs from different sources (resource mapping) (FYP/AP)

| Sector | Description of problems/development challenges | | | | Recent, ongoing and/or planned activities addressing the problems | Given the ongoing and planned activities, what would be the situation after 5 years? | Based on the situation forecasted in 5 years, what are the recommendable actions/ counter measures in the FYP? |
|---|---|---|---|---|---|---|---|
| | Major Problems (Challenges) | Location/ Area | Quantity/ Magnitude | Reasons contributing to the problems | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

**Format 3:** FYP Format for Situation Analysis

| Sector | Plan/ Project Title | Brief description including target groups, and outcomes/ outputs | Location (names of Upazilas | Duration /Budget |
|---|---|---|---|---|
| **National Plan and projects (to be completed by TLDs for all national sector development initiatives)** | | | | |
| | | | | |
| | | | | |
| **Development projects of MP** | | | | |
| | | | | |
| | | | | |
| **Development projects of local government institutions (to be completed by TLDs for all Union/Pourashava development initiatives)** | | | | |
| | | | | |
| | | | | |
| **Projects of NGOs and CSOs** | | | | |
| | | | | |
| | | | | |
| **Industry/trade entrepreneurship** | | | | |
| | | | | |
| | | | | |
| **Other projects/Development programmes** | | | | |
| | | | | |
| | | | | |

**Format 4:** FYP/AP Budget

**Form A**

**Fiscal Year _____**

| **Particulars** | | **Actual of previous year** | **Budget or revised budget for current year** | **Budget for next year** |
|---|---|---|---|---|
| **Part 1** | Revenue account/ Receipt | | | |
| | Revenue | | | |
| | Total Income | | | |
| | Expenditure from revenue account | | | |
| | Revenue surplus / deficit (A) | | | |
| **Part 2** | Development Account | | | |
| | Other grants and contribution | | | |
| | Total (B) | | | |
| | Total resources available (A+B) | | | |
| | Expenditure from development account | | | |
| | Total budget surplus / deficit | | | |
| | Carry over (1 July) | | | |
| | Closing balance | | | |

**Format 5:** FYP Goals and Outcomes with Measurable Indicators

| No | FYP goals | Sector | Outcomes/Outputs | Measurable indicators |
|---|---|---|---|---|
| 1 | | | | |
| | | | | |
| 2 | | | | |
| | | | | |
| 3 | | | | |
| | | | | |

**Format 6:** FYP Planning Format
Period: FY_ _ - FY_ _

| **Project Description** | | | | | | **Location** | **Schedule of Implementation** | | | | | | **Investment** | | **Source of Proposal** |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ID Tag | Name of the Scheme | Description | Target / quantity | Expected Beneficiary Male/ Female, Children, People with special needs / others | Sector | Location (UP/Pourashava -Ward No.) | Proposed Year of Implementation | | | | | Executing Agency | Estimated Cost | Sources of Fund | Scheme Proposed by |
| | | | | | | | 1 | 2 | 3 | 4 | 5 | | | | |
| | | | | | | | | | | | | | | | |
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**Format 7:** FYP Annual Monitoring Report

| **Summary of overall assessment of FYP status (including progress, impact, expenditure, problem, solution, good practice, lessons learned, etc.)** | | | | | |
|---|---|---|---|---|---|
| 1.<br><br>2.<br><br>3. | | | | | |
| **No.** | **FYP Goals** | **Date of Start/ Duration** | **AP Goals/ activities/ targets with measurable indicators** | **Achievements to date (% of the targets achieved)** | **Budget/Disbursement to date (%)** |
| 1 | | | | | |
| **Any issues to be highlighted during the period:** | | | | | |
| 2 | | | | | |
| **Any issues to be highlighted during the period:** | | | | | |
| 3 | | | | | |
| **Any issues to be highlighted during the period:** | | | | | |
| 4 | | | | | |
| **Any issues to be highlighted during the period:** | | | | | |
| 5 | | | | | |
| **Any issues to be highlighted during the period:** | | | | | |
| 6 | | | | | |

**Format 8:** AP Format for Situation Analysis

| Sector | Description of problems/development challenges | | | | Recent, ongoing and/or planned activities addressing the problems | Given the ongoing and planned activities, what would be the situation after 1 year? | Based on the situation forecasted in 1 year what are the recommendable actions/ counter measures in the AP? |
|---|---|---|---|---|---|---|---|
| | Major Problems (challenges) | Location / Area | Quantity/ Magnitude | Reasons contributing to the problems | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

**Format 9:** AP Goals, Objectives and Targets with Measurable Indicators

| No | AP Goals | Sector | Objectives | Annual measurable targets |
|---|---|---|---|---|
| 1 | | | | |
| | | | | |
| 2 | | | | |
| | | | | |
| 3 | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

**Format 10:** AP Project Summary **FY: 2019/2020**
**Name of Upazila: _____**

| Project Description | | | | | | Location | Schedule of Implementation | | | Investment | | Monitoring | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ID Tag | Title of the project | Description | Target / quantity | Expected Beneficiary Male/ Female/Third Gender/ Children, Disable | Sector | Location | Start Date | End Date | Executing Agency | Estimated Cost | Sources of Fund | Responsible Agency | Reference [SN-2 of FYP] |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
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**Format 11:** Project (Scheme) Proposal: Fact Sheet

| | | | |
|---|---|---|---|
| 1. Project title | | | |
| 2. Name of implementing agency | | 3. Project location(s) | |
| 4. Proposed starting date | | 5. Project duration | |
| 6. Project budget and breakdown | | 7. Counterpart contributions (other inputs) | |
| 8. Brief description of the project / scheme | | | |
| 9.Objectives | | | |
| 10.Expected results (measurable outputs) | | | |
| 11.Implementing arrangements | | | |

(Signature of the concerned officer)

_____

Name:

Date:

**Format 12:** AP Quarterly Monitoring Report

**Quarterly Monitoring Report: 2019-2020**
**Reporting Period: July 2019 to December 2019**

**Name of Upazila:** _____
**District:** _____

**Narrative Summary:**

- Overall progress toward the FYP/AP goals, any problems/challenges encountered and solutions, total expenditures incurred against the total budget, good practices identified, lessons learned, etc. during the quarter.
  ▪
- Summary and overall situation of the key performance at the end of the quarter regarding the Annual Plan goal 1:
  ▪
- Summary and overall situation of the key performance at the end of thequarter regarding the Annual Plan goal 2:
  ▪

| No. | AP Goals | Sector | AP Objectives/ Activities | Target Indicator | Actual accomplishment | AP Project Title | Achievements to date (% of the targets achieved) | Budget/ Total disbursement to date (%) (Taka) |
|---|---|---|---|---|---|---|---|---|
| 1 | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
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**Format 13:** AP Accomplishment Report

Accomplishment Report
Reporting Period: _____ to _____

Name of Upazila: _____
District: _____

**Narrative Summary:**

- Overall accomplishments against the FYP/AP goals, any problems/challenges encountered and solutions, total expenditures incurred against the total budget, good practices identified, lessons learned, etc. at the end of AP.
  - Overall accomplishments:
  - Problems/challenges encountered:
  - Any solutions:
  - Total AP expenditures against total AP budget:
  - Any good practices identified:
  - Any lessons learned during the year to be incorporated in the next AP:
- Summary of accomplishment(s) of the projects regarding the Annual Plan Goal 1:
  -
- Summary of accomplishment(s) of the projects regarding the Annual Plan Goal 2:
  -

| No. | AP Goals | Sector | AP Objectives/ Activities | Target Indicator | Actual accomplishment | AP Project Title | Achievements to date (% of the targets achieved) | Budget/ Total disbursement to date (%) (Taka) |
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