

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development & Cooperatives
Local Government Division (LGD)

Upazila Governance & Development Project (UGDP)

FINAL REPORT

Baseline Survey of Upazila

May 20, 2018

Submitted by:

Research & Study
Monitoring & Evaluation
Engineering & Technology
Human Resource Development
Organizational Development
Community Management
IT & Communication

PMID
Participatory
Management
Initiative for
Development

Government of the People's Republic of Bangladesh
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Acronyms

ADP	Annual Development Program
DDLG	Deputy Director Local Government
FGD	Focus Group Discussion
JICA	Japan International Cooperation Agency
LGBs	Local Government Bodies
LGD	Local Government Division
LGRD&C	Local Government, Rural Development and Cooperatives
NBD	Nation Building Department
NGO	Non-Government Organization
SCs	Standing Committees
SDG	Sustainable Development Goal
UGDP	Upazila Governance and Development Project
UNO	Upazila Nirbahi Officer
UP	Union Parishad
UZP	Upazila Parishad

Executive Summary

The Upazila system was introduced in Bangladesh as an advancement of the age-old thana administration by creating provisions of directly elected leaders at the helm of affairs. With some trials and errors, Upazila system in Bangladesh is now functional and the present government has committed to bring the services delivered at the doorstep of the citizens and a functional Upazila system would certainly play as a cornerstone in this regard. Hence, the Local Government Division of the Ministry of Local Government Rural Development and Cooperatives (LGRD&C) has undertaken a project entitled Upazila Governance and Development Project (UGDP) in collaboration with the development partner Japan International Cooperation Agency (JICA).

The main purpose of the baseline survey was to provide an information base against which to monitor and assess progress and effectiveness of the UGDP during implementation and after the project is completed. Especially as UGDP would be involved in improving the service delivery and capacity building of the UZP, the baseline data would help the authorities to make decisions during project implementation if things were on track and at the end of the project if things were done accordingly to the needs of the target audience. The objectives of baseline survey were to collect information at the Upazila level so that UGDP could utilize them for evaluating if the outcomes realized by the UGDP objectively.

The survey was designed as a mixed method survey and both quantitative and qualitative data had been collected and used for preparing the report. For primary data survey questionnaires and FGD protocols were used. For secondary data on infrastructure facilities a different data collection format used. However for the background of the Upazila system and UGDP a good number of documents were also reviewed.

Out of 64 districts in Bangladesh purposively 51 districts were taken as samples of which one UZP was randomly selected as data collection unit per district. However number of district in each of the administrative divisions were proportionately based on the number of districts in the divisions concerned. For this baseline survey the target respondents were UZP stakeholder's including-1 UZP Chair; 1 UNO, two of the UZP Vice Chairs (M&F); two UP Chairs from the sample UZP; and Deputy Director-Local Government of the participating district. Moreover, two FGDs were conducted in each UZP with NBD officials and Staffs as participants separately. For collecting data and information a total of 338 interviews were conducted along with more than 800 attended in 102 FGD sessions. For collecting data and information for the survey, six sets of questionnaire to reach different audience were prepared, pre-tested before going to field. A separate data collection format was designed to collect secondary information infrastructure and other facilities of the sampled UZPs.

Findings

Upazila Parishad Functions: The UZP stakeholders with difficulties could mention many of the functions of the UZP as they were more or less aware of what they had been doing at UZPs. Among the survey participants the following four functions more often came spontaneously including Preparation of Five Year Plan and other plans of different durations (82-93%); Supervision, coordination, and implementation (75-80%); Coordinate and monitor UP development activities and render necessary

supports (74-89%); and Construction, repair and maintenance (67-80%). On three specific functions¹, the rate of their awareness was even higher as 74-93% of the survey respondent could mentioned those three.

Overall performance of UZPs: Participating stakeholders rate the overall performance of UZPs in (1-5) scale as shown in the table. They also gave reasons for their rating of the overall performances. The reasons for good or positive ratings included among others- good coordination among the UPZ stakeholders, dealing UZP affairs transparently, adherence to UZP laws and manuals etc. However the reasons for poor outcomes of the UZP as mentioned by the participants included lack of fund, coordination among UZP stakeholders was not as expected and administrative complexities. (The numbers in the above table are percentages of responses in categories)

	Very good	Good	Moderate	Bad	Very bad
UZP Chair	20	50	26	4	0
UNO	15	70	13	2	0
UZP Vice Chair (M)	18	57	18	4	3
UZP Vice Chair (F)	14	48	34	4	0
UP Chairman	27	50	20	2	1

Stakeholders evaluating their own performance: UZP stakeholders were asked to rate their own performances and the responses are shown in the table. The rating was followed by reasons for their rating and the positive reasons included – keeping promises to people, maintaining transparency and accountability in UZP affairs, proper monitoring etc. The negative reason for relative poor performance included role confusion between elected representatives and officials, lack of support from the elected representatives, lack of development funds etc. (The numbers in the above table are percentages of responses in categories)

	UZP Chair	UNO	UZP Vice Chair (M)	UZP Vice Chair (F)
Very good	31	29	13	14
Good	42	55	58	60
Moderate	21	14	27	24
Bad	6	2	2	2
Very bad	0	0	2	0

Stakeholder perception of citizen satisfaction: UZP stakeholders gave score as they perceived satisfaction of the citizens they serve. As they scored it revealed that 25% UZP Chair perceived the citizen satisfaction was very good, the same for UNOs was 17%, for UZP Vice Chair (M) 23%, UZP Vice Chair (F) 21% and for UP Chair it was 28%. The UZP stakeholders who perceived citizen satisfaction as good include 38% of UZP Chair, 63% of UNO, 48% of UZP Vice Chair (M), 42% of UZP Vice Chair (F) and 45%, of UP Chair. The positive reasons for their perceived satisfaction factor included maintaining good relation with citizens, working best way possible with limited resources available etc. On the negatives for not so good performances included poor budgetary allocation, citizens were not aware of the UZP activities, and mal-practices by the officials etc.

¹ These three functions were earlier decided (the decision made by UGDP technical team during finalization of tools) and taken from functions in order of sequence 1. Preparation of Five Year Plan and other plans of different durations; 2. Supervision, coordination, and implementation of the activities of line department offices which were transferred to Upazila Parishad; and 15. Coordinate and monitor Union Parishad development activities, and render necessary support.

Meetings: The monthly meeting of the UZPs held regularly. Usually such meetings are not postponed due to quorum crisis. Other than monthly meetings, law and order meetings were held regularly in the UZPs.

Standing Committees: Standing committees (SCs) were formed in almost all UZPs at least on paper. SCs rarely meet and make documentation of their activities. SCs do not meet regularly for many reasons including –the members were not aware of the requirement of meeting at regular interval, not having budget, not enough manpower, no clear instructions from the government to hold such meetings etc.

Five Year Plan preparations: Around 80-90% of the UZPs² had prepared their five year plan as an important function of the UZP. The qualities of the plans are different questions though they had prepared it for ready reference.

Budget preparation: Among the surveyed UZPs more than 90% of the respondent mentioned that they had prepared their budget following the given guidelines. But on other compliances like public disclosure of draft budget for citizen review and opinion, holding consultation meeting on draft budget had not been in good shape in the surveyed UZPs. In defending their position to not holding consultation on draft budget they mentioned – such consultation is less effective (90%), no manpower to hold meetings, no budget for such meetings etc.

Project selection committee meetings: According to law all UZPs must form project selection committees and for selection of development projects those projects must be approved by this committee. Among UZP stakeholders including 32% of the UZP Chairs and 40% of the UNOs did not know when this committee meets. There is provision of formation of technical committee for reviewing technical feasibility of the projects undertaken by UZPs. However in the surveyed UZPs, 54% of the UZP Chair and 46% of the UNO replied negative on the question of technical committee formation.

Citizen Charter: Among the UZP stakeholders, 72-87% of the respondents mentioned that citizen charter for their respective UZP was prepared and 70-78% of the respondents mentioned that the said citizen charter was placed in the notice board to make it public.

Designated Official for information dissemination: The RTI Act of 2009 made it mandatory of public, autonomous, and corporations to designate an official to disseminate information on the services on demand. In the surveyed UZPs, other than UNO, other stakeholders' awareness on this issue was less than 60% and 31% of the UZP Chair did not even know anything about it. In most cases UNO, CA to UNO and computer operator at the UNO Office acts as designated officer for information dissemination in the surveyed UZPs.

Training: Training is an important aspect of capacity building. The UZP stakeholders in different positions had attended many different training programs. Most of the elected representatives attended training on UZP affairs (UZP law, functions etc.), budget preparation, SC functioning, women

² The survey data could not reveal the actual number or percentage as key stakeholders gave different numbers and we gave ranges.

empowerment, project implementation etc. UNOs also attended trainings including foundation training, public procurement, implementing social safety net programs etc.

The willingness to receive types of training program is also huge. One important aspect of the expected training was that UZP Chair wanted Public Procurement training to be participated jointly with UNOs and Upazila Engineers. However many of the elected representatives and officials also asked for more exposure visit abroad and foreign training on local government strengthening.

Suggested non-infrastructure projects: The respondents suggested a good number of projects that can be undertaken by the UZPs in general and the surveyed UZPs in particular. The suggested project covered almost all sectors including health (inputs distribution), education (inputs distribution), agriculture (input distribution), fisheries, small and cottage industry, vocational training facilities for the youth and unemployed along with credit facilities, water body management etc. The women elected representatives were more serious about projects that would help the women and children in general.

CHAPTER-1: INTRODUCTION AND METHODOLOGY

1.1 Introduction

Local government bodies in democratic setting are commonly seen almost in all countries around the globe. Keeping the constitutional provisions aside, local government bodies play important roles in promoting grassroots level democracy in one hand and on the other hand for augmenting development activities. Since independence, the successive governments also attempted to strengthen the local government system. The Upazila system was introduced in Bangladesh as an advancement of the age-old thana administration by creating provisions of directly elected leaders at the helm of affairs. With some trials and errors, Upazila system in Bangladesh is now functional and the present government has committed to bring the services delivered at the doorstep of citizens and a functional Upazila system will certainly play as a cornerstone in this regard. In this regard, the Local Government Division of the Ministry of Local Government, Rural Development and Cooperatives (LGRD&C) has undertaken a project entitled Upazila Governance and Development Project (UGDP) in collaboration with the development partner Japan International Cooperation Agency (JICA).

1.2 The Premise

Local governance is given a high priority in Bangladesh by the present government. “Perspective Plan of Bangladesh 2010-2021” recognizes the critical roles of Local Government Bodies (LGBs) for good governance and rural development, and envisions devolution of power, functions, and fiscal authority to LGB³s over the long term (JICA 2015).

The Upazila Parishad (Council) was first introduced in Bangladesh during the military rule in the early 1980s. Two rounds of elections were held during the short span of time by the then government. At one stage, all the political parties were engaged in the movement to oust the government and the Upazila election schedule had been seen as government ploy to disrepute the movement and the opposition political parties did not take part in the election. After the restoration of democracy through 1991 parliamentary election, the incumbent government abolished the Upazila system. However, it was reintroduced in by the government which came in power after 1996 general election. Since then with trial and errors, Upazila Parishad has become a part and parcel of the decentralized local government system in Bangladesh in theory and practice. The longest caretaker government ever which came into the political scenario of Bangladesh during early 2008, put an ordinance in place for elected local bodies at the Upazila level with a provision of establishing a local government commission but left it with the elected government for finalization. A new local government law relating to Upazila Parishad came into being in 2009 after the general election under the said caretaker government which many termed as a military backed caretaker government. Needless to say the provision of a local government commission was omitted from the law with no significant changes from the earlier one though mandatory Advisory role of the Member of Parliament was included in the amendment. Moreover, the UNOs were made Chief Executive of the UZP and made responsible for extending secretarial service to the Council. The incumbent government however did go for Upazila election. Another round of Upazila election was held in 2014 and these elected representatives are currently running the show.

³ The Study of the Upazila Governance and Development Project in the People’s Republic of Bangladesh Final Report; 2015, Japan International Cooperation Agency (JICA)

Under the national budget, Local Government Division (LGD) of the Ministry of LGRD&C allocates funds to Upazila Parishads for implementing development projects. It comes under the Annual Development Program (ADP) which is a form of fiscal transfer from the center to LGBs. Simultaneously different line agencies at the Upazila level also implement their respective projects in Upazila Parishads. However, these expenditures (usually much bigger in size if combined together compared to ADP) are not reflected in the Upazila's budget plan. Sectoral allocation of ADP budget is strictly guided by LGD. Recent directives of some discretionary spending power given to Upazila Parishads could not be practiced due to lack of awareness on their part. Thus a comprehensive budgeting in practice has yet to be achieved by Upazila Parishads in general.

As of now Bangladesh employs a three-layer local government system including Zila Parishad, Upazila Parishad and Union Parishad. Though separate acts exist to regulate different tiers of LGBs, some functions and revenue sources overlap, causing confusion and conflict especially among Upazila and Union stakeholders (JICA 2015)

Needless to say being a middle tier of LG unit, Upazila has greater importance in the political and administrative context in Bangladesh. To be precise, an effective Upazila Parishad (UZP) can make significant contribution to make local administration accountable to democratically elected institutions and help development. Important public service departments including health, education, water and sanitation, agriculture etc. have been transferred to UZP as per rule. Bringing all this functionaries under the umbrella of UZP could make public service delivery mechanism more efficient and accountable for which a strong democratic and well-governed UZP is needed. Until now, a total of 17 Line Departments have been transferred to UZP (LGD, 2015).

Capacity building of the LGBs will enable LGBs to develop and manage the systems and procedures by improving and modernizing the pre-existing institutions. This aims at promoting mechanisms of transparency, accountability, participation and improving LGBs' ability to relate to the external environment and deliver better and responsive services to the people. And the Upazila Governance and Development Project (UGDP) is a good attempt on part of the present government.

Structure of the Upazila Parishad

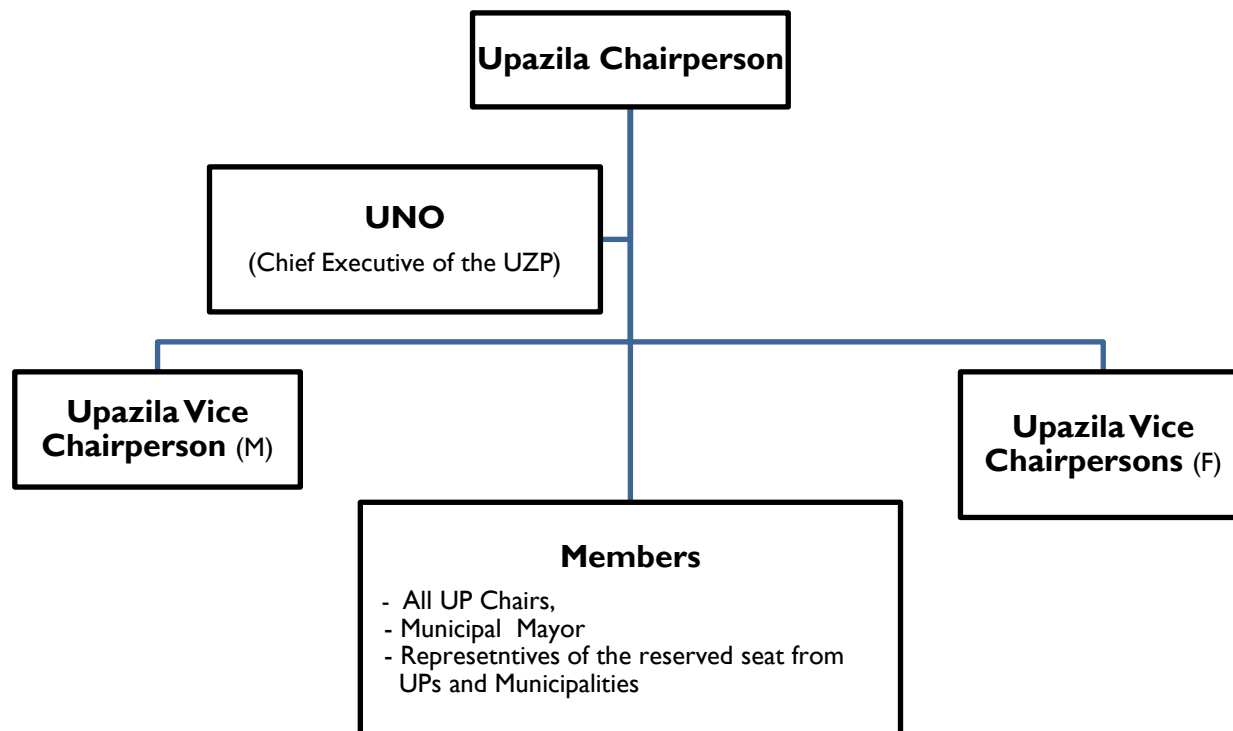


Figure: 1: Upazila Parishad Structure

The Upazila Parishad Act 1998 (amended in 2011) stipulates 18 functions of Upazila Parishad in the Second Schedule. However, the memo states 21 functions, adding coordinating activities for disaster management, promoting e-governance, and coordination with other organizations.

1.3 Purpose of the baseline survey

The main purpose of the baseline survey was to provide an information base against which to monitor and assess progress and effectiveness of the UGDP during implementation and after completion of the project. Therefore it is important to find out what information was already available before conducting a baseline survey. Especially as UGDP would be involved in improving the service delivery and capacity building of the UZP, the baseline data would help the authorities to make decisions during project implementation if things were on track and at the end of the project if things were done accordingly to the needs of the target audience.

1.4 Objective of the baseline survey

The objectives of baseline survey were to collect information at the Upazila level so that UGDP could utilize them for evaluating the outcomes objectively.

1.5 Methodology

The survey was designed as a mixed method survey and both quantitative and qualitative data had been collected and used for preparing the report. For primary data survey questionnaires and FGD protocols were used. For secondary data on infrastructure facilities a different data collection format was used. However for the background of the Upazila system and UGDP a good number of documents were also reviewed through desk studies before developing data collection tools.

1.5.1 Target Respondents

As the target of the baseline survey was to get a status of the UZPs regarding their performance before introduction of the UGDP, the target respondents were the UZP stakeholders including as follows:

Table-1: Target Respondents

	Positions	Nos.
1	UZP Chairperson	1 in each UZP
2	UZP Vice Chairperson (M)	1 in each UZP
3	UZP Vice Chairperson (F)	1 in each UZP
4	UP Chairpersons (as members of the UZPs)	2 in each UZP
5	UNO	1 in each UZP
6	Deputy Director-Local Government	1 in each District

Moreover, as per the survey design the Nation Building Department (NBD) officials working in the UZPs and the staff working in respective line departments had to be reached through FGDs.

1.5.2 Respondents contacted

As mentioned earlier the baseline survey was conducted in 51 Upazila Parishads taking one each from the participating districts covering all administrative divisions in Bangladesh. The following table demonstrates the target numbers to be interviewed and the achievement. Due to some unavoidable reasons⁴ a number of interviews could not take place in spite of repeated efforts by the field team.

Table-2: Number of persons interviewed for the survey

	Designation of UZP Stakeholders	Target Number	Target achieved ⁵
1	Upazila Chairman	51	48
2	Upazila Vice Chairman (Male)	51	50
3	Upazila Vice Chairman (Female)	51	51
4	Upazila Nirbahi Officer (UNO)	51	48
5	Union Parishad Chairman	102	99
6	Deputy Director-Local Government (DDLG)	51	38

⁴ The reasons include (i) could not keep the scheduled time on several occasions; (ii) busy with sudden administrative urgency, (iii) attending training outside of duty station, (iii) attending meeting at Capital City (Dhaka) etc.

⁵ The missing UZP Chair includes (i) Sreepur, Magura; (ii) Kalia, Narail; and (iii) Amtali, Borguna. The missing UNO include (i) Fenchugonj, Sylhet; (ii) Ramgarh, Khagrachhari; and (iii) Langadu, Rangamati. Among the DDLG missing include DDLGs of (i) Jessore, (ii) Kustia, (iii) Satkhira, (iv) Lalmonirhat, (v) Panchgarh, (vi) Rangpur, (vii) Pirojpur, (viii) Bhola, (ix) Brahmanbaria, (x) Chandpur, (xi) Comilla, (xii) Feni and (xiii) Lakshmipur.

1.5.3 Data collection tools

To realize the objectives of the baseline survey three different types of data collection tools were developed and used for collecting data and information, i.e. a) Survey Questionnaire, b) FGD protocol and c) Infrastructure data collection format. All the tools were developed in consultation with and inputs from UGDP team including members of JICA's technical assistance project for Upazila. The tools were developed in English first to make it readers' friendly for the JICA's TA team members. Subsequently, these tools were translated into Bangla for smooth collection of data from the field.

a) Survey Questionnaires

Considering the types of respondents, six different set of questionnaires were developed for each of the UZP stakeholders mentioned in the earlier section.

b) FGD protocols

Two sets of FGD protocols were developed; one each for conducting Focus Group Discussion with - (i) Nation Building Department Officials based in UZPs and (ii) Staffs working in those offices in the UZPs. It needs to be mentioned here that only UZP staff available is the confidential assistant to the UZP Chair and those staffs from NBD offices were invited in FGDs. As a matter of fact UZP staff includes staff of all nation building offices under the UZP.

c) Infrastructure data

To capture the present statuses of infrastructure facilities to determine the level of different services available to the citizens were also designed.

Pre-Testing

Before moving to the field for implementing the baseline survey project, the data collection tools were tested in one of the non-sampled UZPs. The pre-testing was conducted in Belabo Upazila under Narsingdi district of Dhaka division on October 03, 2017. During pre-testing, all the tools were applied and results were shared with UGDP team. Based on the result of the Pre-testing necessary modifications of the data collection tools were made accordingly to finalize the data collection tools.

1.5.4 Desk review

To have a better understanding of the subject in question, the following documents were reviewed which included Laws, Acts, research/ study reports, other government publications etc. as mentioned below:

- Upazila Parishad Manual 2013
- Upazila Parishad Act (1998 & amended in 2009 & 2011)
- RTI Act 2009
- First Upazila governance performance assessment Report, UGDP, 2017
- Baseline Survey Report on Upazila Governance in Bangladesh, Local Government Division 2013
- Sixth Five Year Plan, GOB, 2016
- Perspective Plan of Bangladesh 2010-2021
- Sustainable Development Goal (SDG)
- UGDP Project documents and logical framework, 2015
- Upazila Parishad registers, books and records

1.5.5 Sampling of the baseline survey

As per the survey design in consultation with UDBG team, 51 UZPs were taken out of 490 UZPs in the country. Those 51 UZPs had been selected randomly considering all divisions and geographical areas for better representation. The divisions have different geographical context of Bangladesh i.e. Hilly, Haor, Coastal, Barind/North & Plain land/Middle areas. Thus to make it representative UZPs of all administrative divisions were covered. At first, 51 districts were selected randomly using the probability proportionate to the number of districts in each division. Later one Upazila from each district was randomly selected. Thus 51 UZPs from 51 districts were selected beforehand as shown in the following table:

Table-3: Distribution of the Sample UZPs

Division	Total no. of Districts	Total no. of Upazilas	Proportionate Sampled Districts	Corresponding Sampled Upazilas
Chittagong	11	102	10	10
Sylhet	4	39	4	4
Khulna	10	59	7	7
Barisal	6	42	6	6
Rangpur	8	58	5	5
Rajshahi	8	67	7	7
Dhaka	13	88	9	9
Mymensing	4	35	3	3
	64	490	51	51

The baseline survey was conducted in 51 UZPs taking one each from the participating districts covering all administrative divisions in the country. The following table demonstrates the target numbers to be interviewed and the achievement. Due to some unavoidable reasons⁶ a number of interviews could not take place in spite of repeated efforts by the field team.

Table- 4: Number of persons interviewed for the survey

	Designation of UZP Stakeholders	Target Number	No. of persons Interviewed
1	Upazila Chairman	51	48
2	Upazila Vice Chairman (Male)	51	50
3	Upazila Vice Chairman (Female)	51	51
4	Upazila Nirbahi Officer (UNO)	51	48
5	Union Parishad Chairman	102	99
6	Deputy Director-Local Government (DDLG)	51	38
	Total	357	334

Besides one each FGD was conducted with the NBD officials and Staff of the UZP affiliated with NBD offices for all 51 UZPs. It was planned to conduct each FGD with 10-12 participants though it varied from 8 to 15 in numbers. Eventually more than 800 persons participated in FGDs during the survey.

⁶ The reasons include (i) could not keep the scheduled time on several occasions; (ii) busy with sudden administrative urgency, (iii) attending training outside of duty station, (iii) attending meeting at Capital City (Dhaka) etc.

1.5.6 Limitations

It is popularly believed that no research is beyond limitation in social sciences. The present one also had some limitations as well.

Availability of Respondents in Duty Stations

The respondents of this survey were hard to reach people⁷ on two counts-

One, some of respondents were political elements and always busy with other occupations and thus keeping schedule was a far cry. Basically they had to manage many frontiers simultaneously. Some of the elected representatives had very little time to respond to the questions as well;

Two, government officials were found to be always busy. Some of them pretend business. Some of them were too busy with attending meetings, training outside duty stations and so on.

These situations consumed more time to reach them on one count and had to see them more than once to complete the survey.

Cultural Bias

In this part of the world i.e. in the sub-continent, there is common social aspect of maintaining a look good scenario. It was observed that some of the respondents tried there out to show everything was running smooth and cool. In such situation respondents hide the reality and creates an imaginary world which circumscribe the objectivity of data and information.

Recall Bias

It was common phenomena among many societies. People generally like storytelling and as a result some people forget the issues they were talking about or two or more events get mixed. During this survey it was observed that the respondents could not remember the name of the training, the time of the training, name of the training providers etc. Sometimes they name training with name of a different training provider or forget a significant event in his/her life. Sometimes, these all lead a study into a different direction.

⁷During data collection all the respondents were reached. However the most difficult part was to convince the DDLGs to sit for interview. Usually they are very busy persons in the district. Besides his regular job he has to perform many other jobs assigned to them by the Deputy Commissioner. With this limitation many of them managed time. But some of them could not manage time for the interview though they were willing. Some of them mentioned that they did not receive any instructs directly to them about this survey. Some were out of the station on training, on leave etc.

CHAPTER-2: FINDINGS OF THE BASELINE SURVEY

2.1 Perception of Local Stakeholders (Elected and Appointed Officials)

The Upazila Parishad Act clearly defined obligatory and supplementary functions of the Upazila Parishads (UZP). In whatever capacity someone gets involved with the Upazila Parishads, should be aware of relevant functions.

2.1.1 Upazila Parishad Functions

During data collection for this survey the respondents were asked to name the functions of UZP instantly and spontaneously. Many of the respondents from elected representatives of the UZP or Officials rarely could mention more than three functions properly. However many could name functions with some conversational terminology. The list of functions is little too big and it was not expected that the respondent memorized them and deliver the list to the data collectors when asked. Keeping this in mind the respondents were asked three of the UZP functions (purposefully, considering their relative importance for the UZP) if they were aware of. This clue from the data collectors helped the respondents and most of them did mention that these three were very important functions of the UZP and later they scored on the functions as well in Five Point Scale (1 lowest and 5 highest). Details of the scoring of the functions are given in the Annex. Other than the UP Chairs all other local stakeholders were found to some extent aware of these three key functions of the UZP. However UP Chairs got limited scope to get involved with UZP function and the functions they could recall were relatively low.

Table-5: UZP functions spontaneously recalled by UZP stakeholders (percentages of responses)

	Functions	UZP Chair	UNO	Vice Chair(M)	Vice Chair (F)	UP-Chair
1	Preparation of Five Year Plan and other plans of different durations	93	88	92	80	82
2	Supervision, coordination, and implementation	80	81	82	77	75
3	Construction, repair and maintenance	80	56	60	53	67
4	Undertaking and implementation of small-scale water resources projects	5	6	12	8	9
5	Ensure services regarding public health, nutrition and family planning	49	56	54	49	50
6	Improvement of sanitation and sewerage system	46	50	58	41	53
7	Motivational work for promoting education	76	54	60	53	53
8	Supervision and support to the concerned institutions to improve secondary and madrasa education curriculum	52	46	66	45	51
9	Undertaking activities to establish and flourish small and cottage industries	15	8	12	4	8
10	Support to the activities of cooperative societies and non-government voluntary institutions and coordination of their functions	37	33	26	18	18
11	Cooperate and implement the activities of women,	29	40	24	73	23

	children social welfare and youth, sports and culture					
12	Undertake and implement for the improvements of agriculture, livestock, fisheries and forestry.	41	44	56	35	39
13	Discuss the activities of police department including the improvement of law and order situation in the Upazila and submit a report to the higher authority on a regular basis.	71	63	36	41	54
14	Create self-employment opportunities, undertake and implement a self-initiative program to reduce poverty.	10	23	14	18	16
15	Coordinate and monitor UP development activities and render necessary supports	89	85	76	80	74
16	Create peoples' awareness against the offences such as woman and child abuse including taking preventive measures.	41	63	30	55	22
17	Create peoples' opinion against terrorism, theft, robbery, black marketing and drug abuse including taking preventing measures.	39	44	26	27	37
18	Undertake social forestry program for the environmental conservation and improvement including other activities.	29	13	8	6	3
19	Coordination with and report to the concerned Zila Parishad	12	17	4	9	4
20	Coordination of all disaster management related activities	10	31	18	16	23
21	Assisting other agencies which are performing similar activities in UZP	30	13	4	4	4
22	Introducing and encouraging e-governance.	9	15	2	6	8
23	UZP monthly coordination meeting	9	21	16	24	14
24	Presiding over TR and Food for Work related meeting	14	10	2	6	7

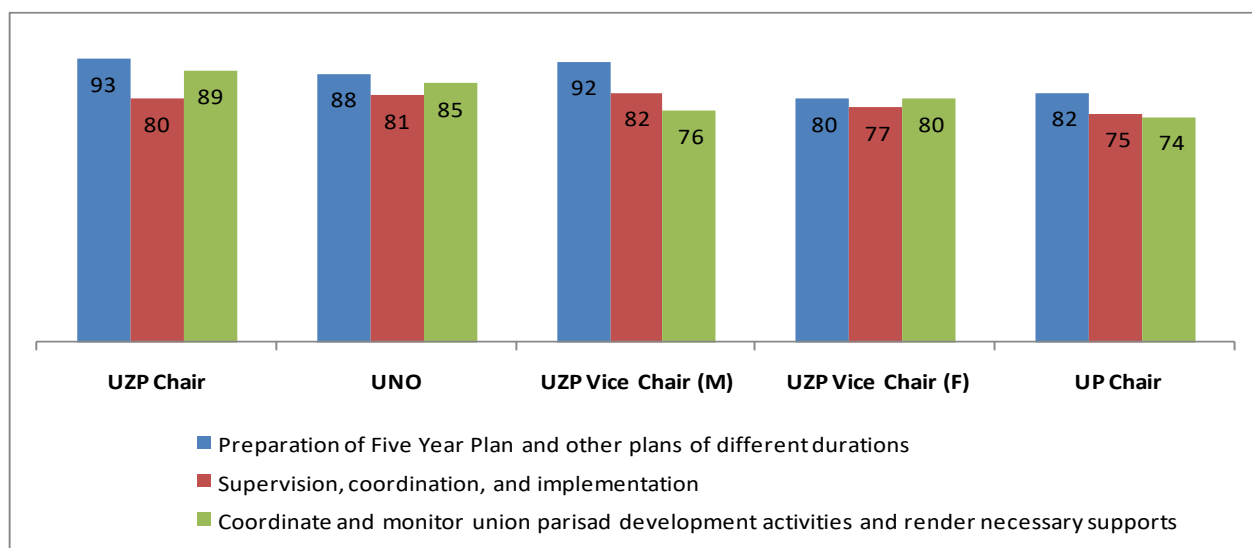
The UZP stakeholders were also asked three specific functions⁸ if they could mention during the survey which were considered as key functions of the UZP. The following charts and tables show the responses in percentage.

⁸ These three functions (no 1,2 and 15 from the UZP functions list) were taken on advice from the UGDP TA team

Table-6: UZP functions (1, 2 and 15) recalled by UZP stakeholders (UZP Chair, UNO, Vice Chair (M and F), and UP Chair) (%)

Functions	UZP Chair	UNO	UZP Vice-Chair (M)	UZP Vice-Chair (F)	UP Chair
Preparation of Five Year Plan and other plans of different durations	93	88	92	80	82
Supervision, coordination, and implementation	80	81	82	77	75
Coordinate and monitor UP development activities and render necessary supports	89	85	76	80	74

Chart-I: Local Stakeholders perceived awareness on three⁹ UZP functions (figures in %)



The following table shows how different local stakeholders scored as they perceived their respective UZP had been functioning since they got involved. The tables are organized according to functions and the given score by the respondents. These show that the perception of the local stakeholders vary from one group to another. These differences might occur due to their varied involvement in the UZP functions or their long standing and personal experiences. It was very interesting to observe that the UZP Chairmen and UNOs rarely gave a 'very bad' or 'bad' score to any of the three UZP functions. The Vice Chairs and UP Chairs did frequently score *very bad* or *bad* though not in high percentage. The table also shows that UNOs did not find anything even at moderate level in the study locations as they perceived UZPs were performing rather good especially in these three functions.

⁹ These three functions (no 1,2 and 15 from the UZP functions list) were taken on advice from the UGDP TA team

Table-7: Preparation of Five Year Plan and other plans (percentages of responses)

UZZ Function: Preparation of Five Year Plan and other plans of different durations					
	Very good	Good	Moderate	Bad	Very bad
UZZ Chair	31	40	26	3	0
UZZ Vice Chair (M)	35	35	26	4	0
UZZ Vice Chair (F)	22	49	25	2	2
UNO	41	39	20	0	0
UP Chair	37	42	17	1	3

The above table shows the scoring on the preparation of five year plan for the UZZ and perception of stakeholders regarding their performance which reflect their unhappiness regarding their performance in the preparation of the five year plan.

Table-8: Supervision, coordination, and implementation (percentages of responses)

UZZ Function: Supervision, coordination, and implementation					
Score	Very good	Good	Moderate	Bad	Very bad
UZZ Chair	57	4	36	4	0
UZZ Vice Chair (M)	29	37	24	5	5
UZZ Vice Chair (F)	30	32	30	5	3
UNO	40	33	14	5	8
UP Chair	40	33	13	5	8

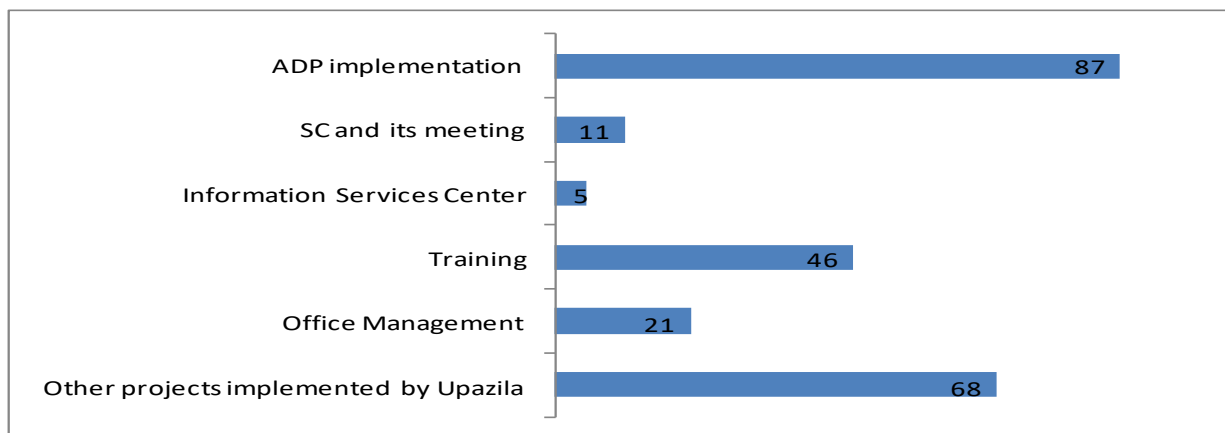
The above table shows the scoring on the supervision, coordination and implementation functions of the UZZ by the stakeholders other than UZZ Chair all others scored less than 50% which may be described as their perception on the function performed by their respective UZZ was not that much satisfactory to them.

Table-9: Coordinate and monitor Union Parishad development activities (percentages of responses)

UZZ Function: Coordinate and monitor Union Parishad development activities					
	Very good	Good	Moderate	Bad	Very bad
UZZ Chair	0	22	42	36	0
UZZ Vice Chair (M)	30	40	27	0	3
UZZ Vice Chair (F)	30	30	33	5	2
UNO	37	41	22	0	0
UP Chair	44	46	10	0	0

The table shows the scoring of the performance on coordinating and monitoring the UP development activities by UZZ. Interestingly no UZZ Chair scored very good in this category, though 44% of the UP Chair found it very good.

Chart-2: DLDG supervises the following functions of UZP (percentages of responses)

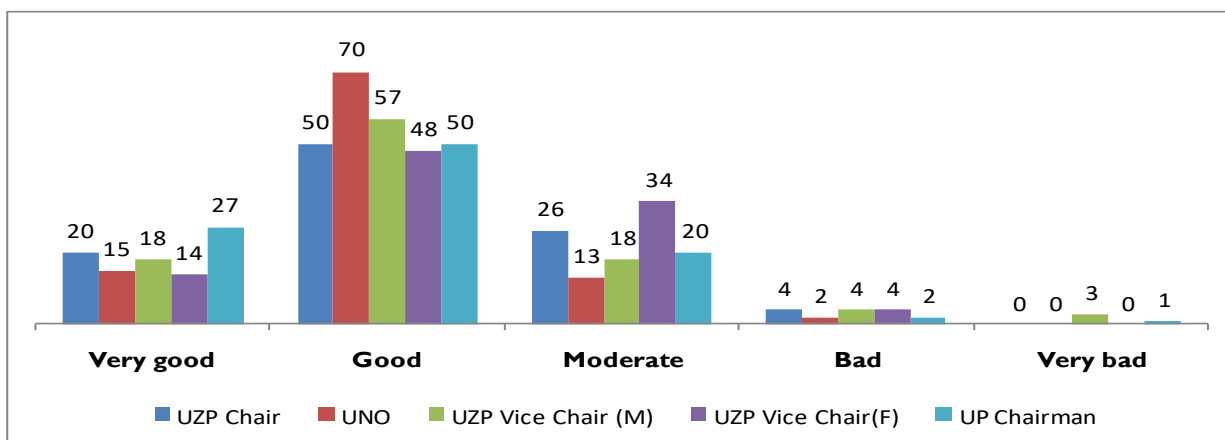


The above chart shows the functions of the UZPs usually supervised by DDLGs which reveals that supervision of ADP implementation (87%) and other project implementation were high on DDLGs routine. Besides DDLGs provide training to UZP elected representatives (46%) and also mentioned that they supervise office management (21%), functionality of SCs (11%) etc.

2.1.2 Perception on overall performance by UZP stakeholders

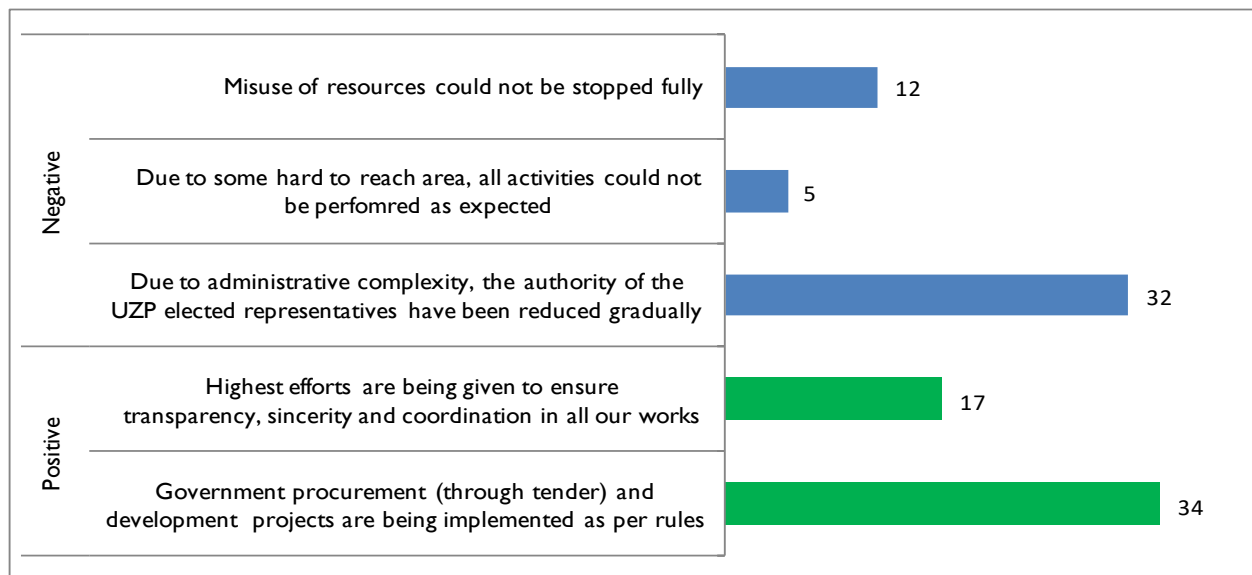
During the survey the UZP stakeholders were asked to give score (1-5 scale) on the overall performance of the UZP concerned as they perceived. All the survey respondents had given their respective scores. The respondents were found to be cautious in scoring as the highest score on very good was only 20% given by the UZP Chair. However 70% of the UNOs, 50% of the UZP Chair, 57% of the UZP Vice Chair (M), 48% of the UZP Vice Chair (F) and 50% of the UP Chair perceived their respective UZP preference was good. Only 3% of the UZP Vice Chair (M) and 1% of the UP Chair perceived their respective UZP performance as very bad.

Chart-3: Overall performance of the UZP as perceived by the local stakeholders (percentages of responses)



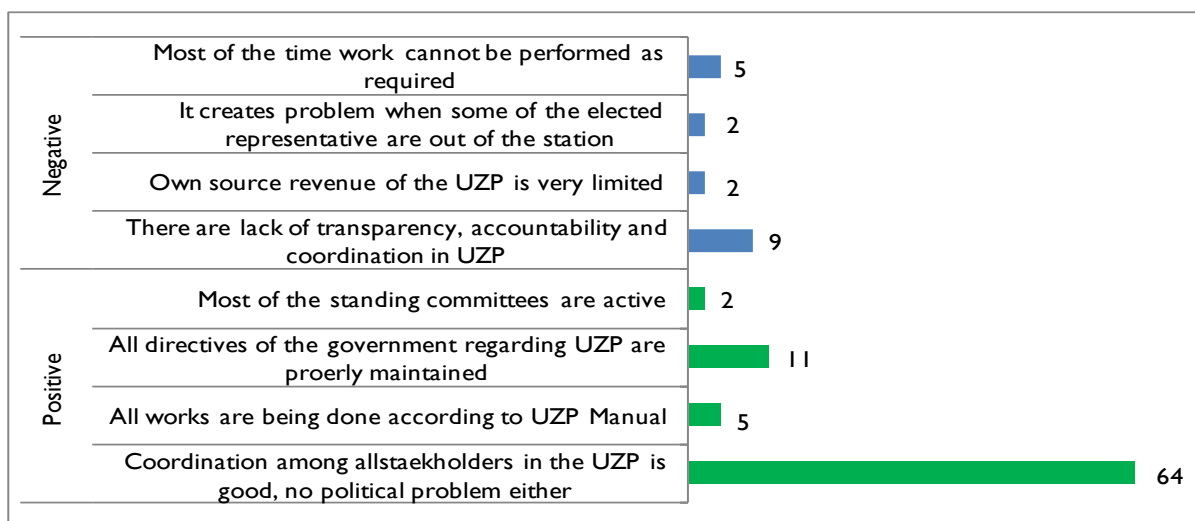
The respondent after their perceived scoring was asked to give reasons for their respective scoring on the overall performances of the UZPs. All the respondents shared their reasons for scoring and the reasons were then computed and analyzed into positive and negative comments for each category. The following tables show the reasons given by respondents for their perceived score on overall UZP performances.

Chart-4: UZP Chair on reasons for scoring on overall performance of their respective UZPs (Percentages of responses)



The above chart shows the reasons for scoring on their perceived overall performance of their respective UZPs. Two of the positive responses include (i) Government procurement (through tender) and development projects are going on as per rules (34%) and (ii) Efforts are taken to perform through transparency, sincerity and coordination (17%). On the negative side of the reasons 32% of the UZP Chair mentioned that due to administrative complexity, reduction of the power of elected representatives had been affecting the performances of the UZPs.

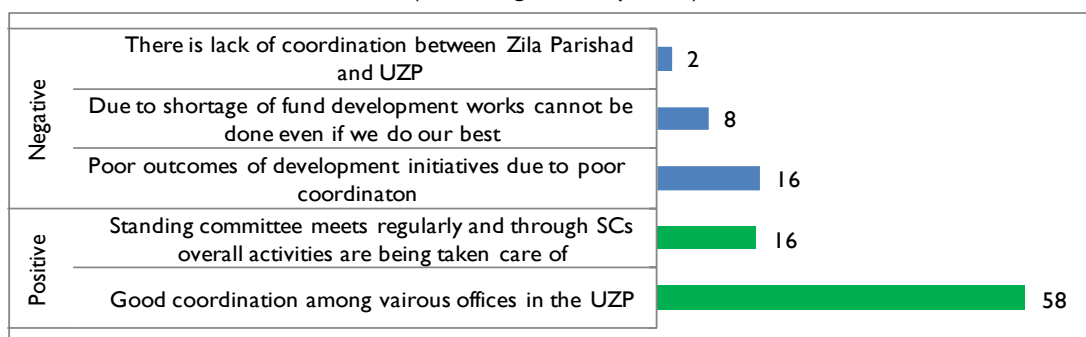
Chart-5: UNOs reasons for scoring on overall performance of their respective UZPs (percentages of responses)



On the reasons given by UNOs on overall performance of the UZPs, 64% of them cited one positive response as coordination among stakeholders which helped good performance of their respective UZPs along with absence of political conflict in the UZP. However positive reasons from UNOs also include (i) all directives from the government regarding UZP were maintained properly (11%) (ii) all works were being done according to UZP manual (5%) and (iii) most of the standing committees were active (2%). The percentage of the responses on functioning standing committees (SCs) symbolizes that those are not active in most of the UZPs.

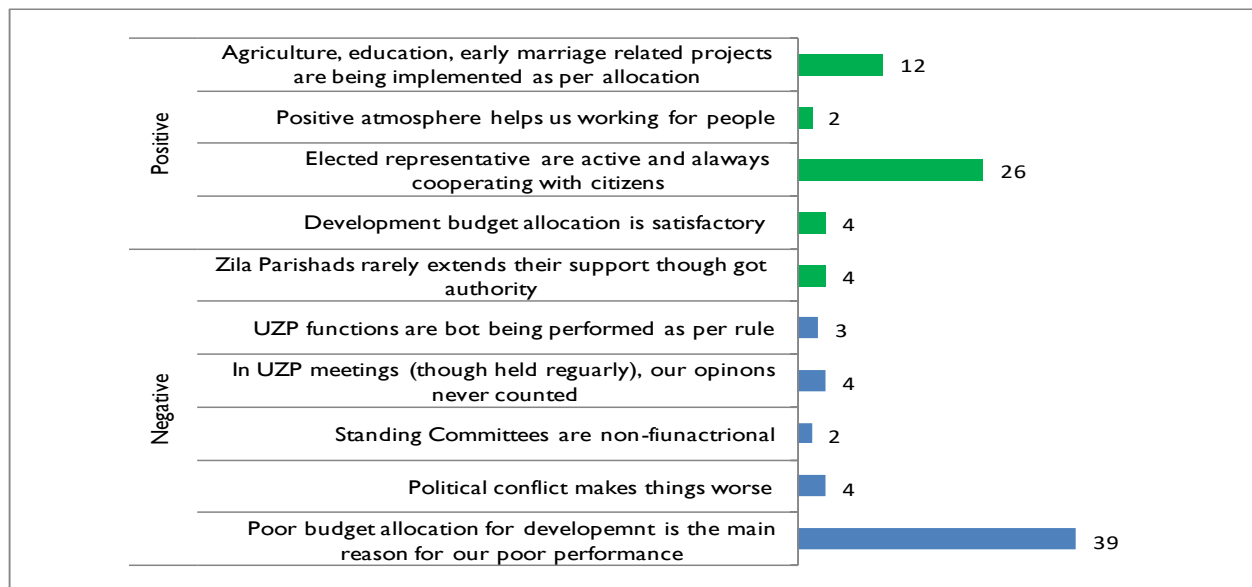
On the negative reasons UNOs rarely found anything that bad but mentioned (i) lack of accountability, transparency and coordination (9%), absence of elected representatives in the duty station (2%) and lack of fund at their disposal etc.

Chart-6: UZP Vice Chair (M) reasons for scoring on overall performance of their respective UZPs (Percentages of responses)



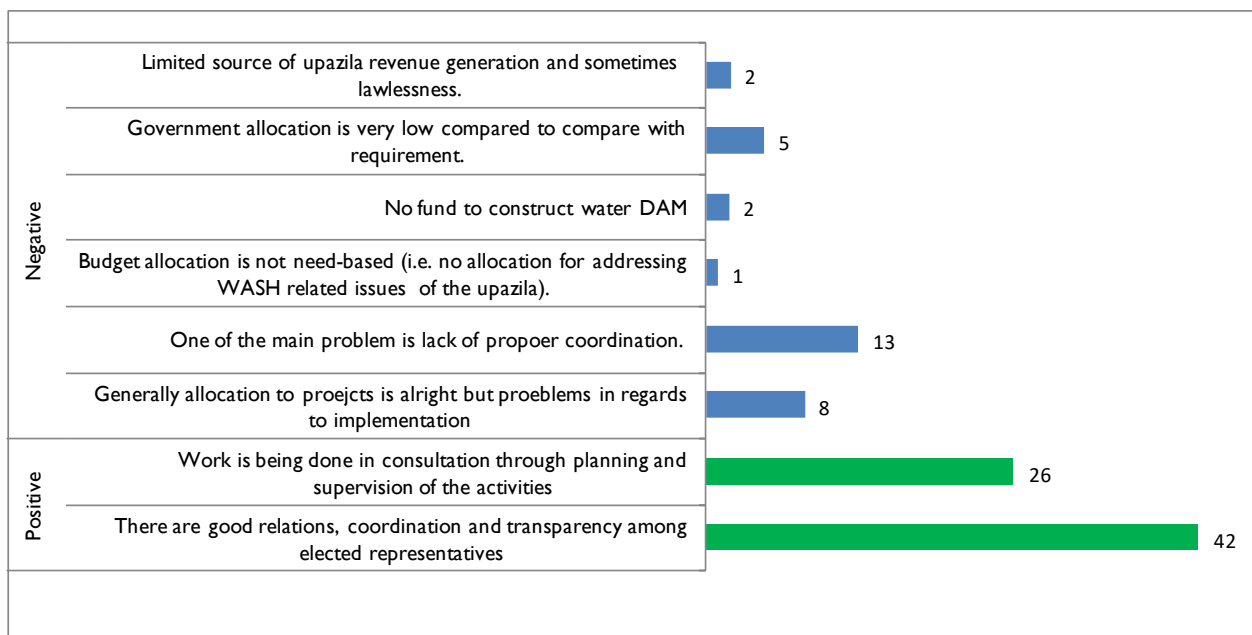
The chart above shows the reasons for their scoring given by the UZP Vice Chair (M). Among the positive reasons 58% mentioned the presence of good coordination among various offices in the UZPs and they saw the SCs are functional in the real sense (16%). On the negatives poor coordination (16%) was the most prominent reason as they perceived. They also mentioned shortage of funds (8%) and lack of coordination between UZP and Zila Parishad (2%) respectively.

Chart-7: UZP Vice Chair (F) reasons for scoring on overall performance of their respective UZPs (percentages of responses)



The above chart shows the reasons for their scoring given by the UZP Vice Chair (F) on overall performance of their respective UZPs. Among the positive responses 26% of the UZP Vice Chair (F) mentioned that elected representatives were active, always stood beside citizens followed by agricultural, education and early child marriage related project had been implemented successfully (12%) and positive working environment (2%).

Chart-8: UP Chair reasons for scoring on overall performance of their respective UZPs (Percentages of responses)



The chart above shows the reasons given by the UP Chair on overall performance of their respective UZPs. The UP Chairs in the survey locations mentioned positive reasons including good relations, coordination and transparency among elected representatives (42%) and planned work supervision (26%). Again 13% of the UP Chairs saw lack of coordination for the perceived less than expected performance of their UZPs, followed by problems in project implementation (8%) and low budget allocation etc.

During FGDs with officials, the participants were asked to identify three key functions of UZP. The responses of the participants were counted and presented here in percentages. The following functions were mentioned in the 51 FGDs with NBD officials during the survey.

Table-10: NBD Officials perceived key functions of the UZP

Functions	Percentage
Monitoring, supervision and Coordination of various departmental activities work	25
Holding different meetings of UZP	23
Five year plan including plan of different duration	19
Budget preparation	15
Planning of various departmental activities and its implementation	14
Monitoring, supervision and coordination of UP activities	10
Activities related to various types infrastructure development	8
Development of agricultural, education, irrigation, fisheries and livestock sector	7
Maintaining law and order situation	5

During the FGD with staffs, a lot of functions were mentioned. It is important to note here that the staffs though not directly conducting the functions were involved in the implementation of one or another function they mentioned. Likelier the staffs positions are usually less transferable and many had been working for 10-15 years in the same UZP. The responses were categorized and presented in the following table.

Table-11: key functions of staffs performed in UZP

General Administrative Issues	<ul style="list-style-type: none"> - Assisting lease of Hat-Bazar and other revenue collections - Assisting is routine work of various department - Supporting implementation of ADP projects, - Providing support in holding standing committee meetings - Assisting in approval and implementation of various development projects - Assisting Government planning - Supporting various types of Campaign organized by UZP - Assisting Coordination of NGO activities - Supporting Activation of village court
Social Safety Net	<ul style="list-style-type: none"> - Supporting preparation of beneficiary list of different social safety net programs - Ensuring government services are available at grass roots level - Supporting better implementation of social safety net program
Agriculture and fisheries	<ul style="list-style-type: none"> - Providing support in preparing the list of beneficiary farmers - Ensuring incentive such as fertilizer and seeds reach to the deserving farmers - Assisting in training fishermen and development of fisheries resources

Education	<ul style="list-style-type: none"> – Assisting in delivering grant for secondary education – Supporting expansion of primary and secondary education as per government policy
Youth Development	<ul style="list-style-type: none"> – Assisting in youth training and job placement – Supporting is selection of unemployed youth for training and loan support
Women and Children	<ul style="list-style-type: none"> – Initiative for removing child marriage – Female empowerment – Health and socioeconomic development – Development of sanitation facilities – Supporting the initiatives for reducing child mortality

Table-12: DDLGs' rating of overall performance of the sample Upazila

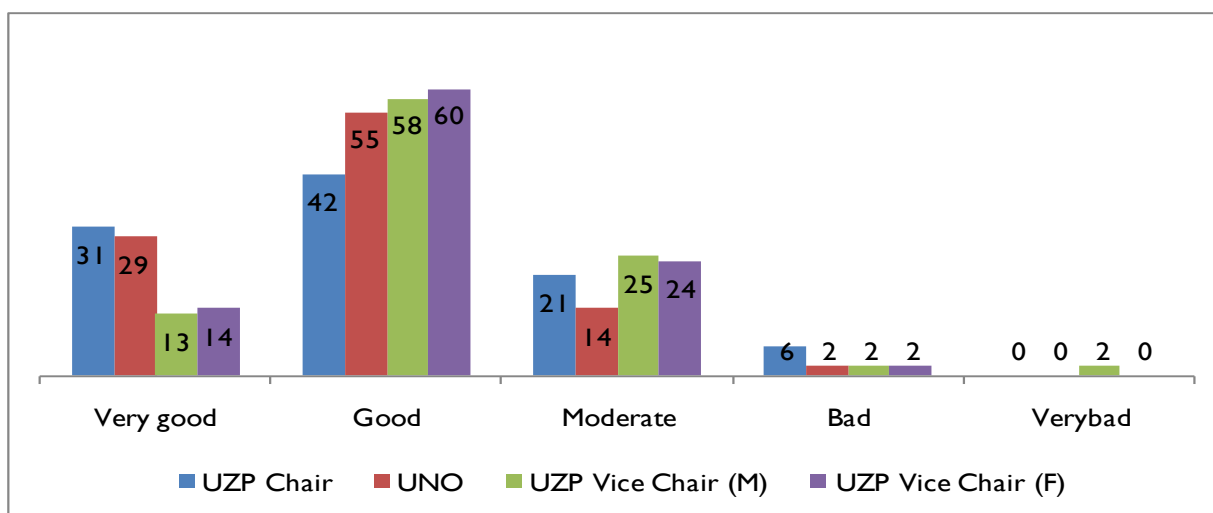
Rating	N	%
Very good	5	13
Good	16	42
Moderate	11	29
Bad	2	5
Very Bad	1	3
No answer	3	8
Total	38	100

DDLGs were asked to rate the overall performance of the sampled UZPs under survey. The DDLGs perceived five UZPs as very good performers including Chandanaish in Chittagong, Sadullapur in Gaibandha, Bholahat of ChapaiNababgonj, Shibchar of Madaripur, Fulbari of Kurigram, and JoypurhatSadar of Joypurhat districts respectively while Kalia of Narail was mentioned as very bad performer.

2.1.3 UZP stakeholders evaluating their own Performance

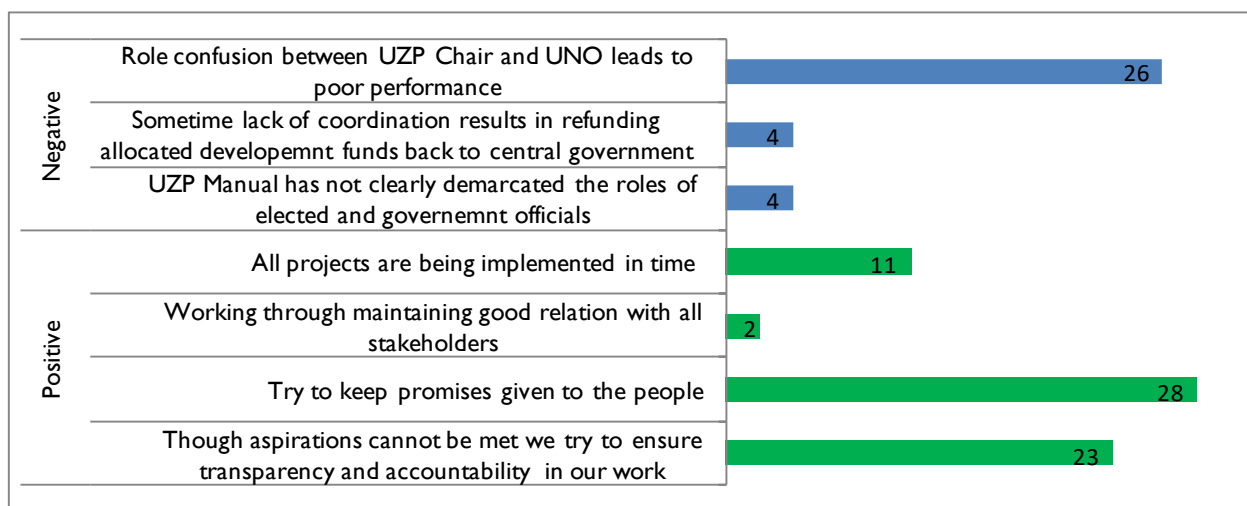
All the stakeholders, other than UP Chair of the UZP under the survey were asked to self-evaluate their own performance in relation to their assigned role in the functioning of the UZP.

Chart-9: Perception of own performance by UZP Stakeholders (percentages of responses)



Among the UZP stakeholders the highest percentage of UZP Chairs claimed as very good performers, The very good performers from other category of respondents include UNO (29%), UZP Vice Chair (M) 13% and UZP Vice Chair (F) 14%. However, the responses in the perceived good performers among the stakeholders include UZP Chair (42%), UNO (55%), UZP Vice Chair (M) (58%) and UZP Vice Chair (F) (60%). It seems the more the responsibility, the less the perception of performing better. The stakeholders were then asked to give reasons for their perceived score on their own performance as responsible stakeholders in the UZP. The reasons given by the stakeholders are presented in two part- positive and negative and in percentages.

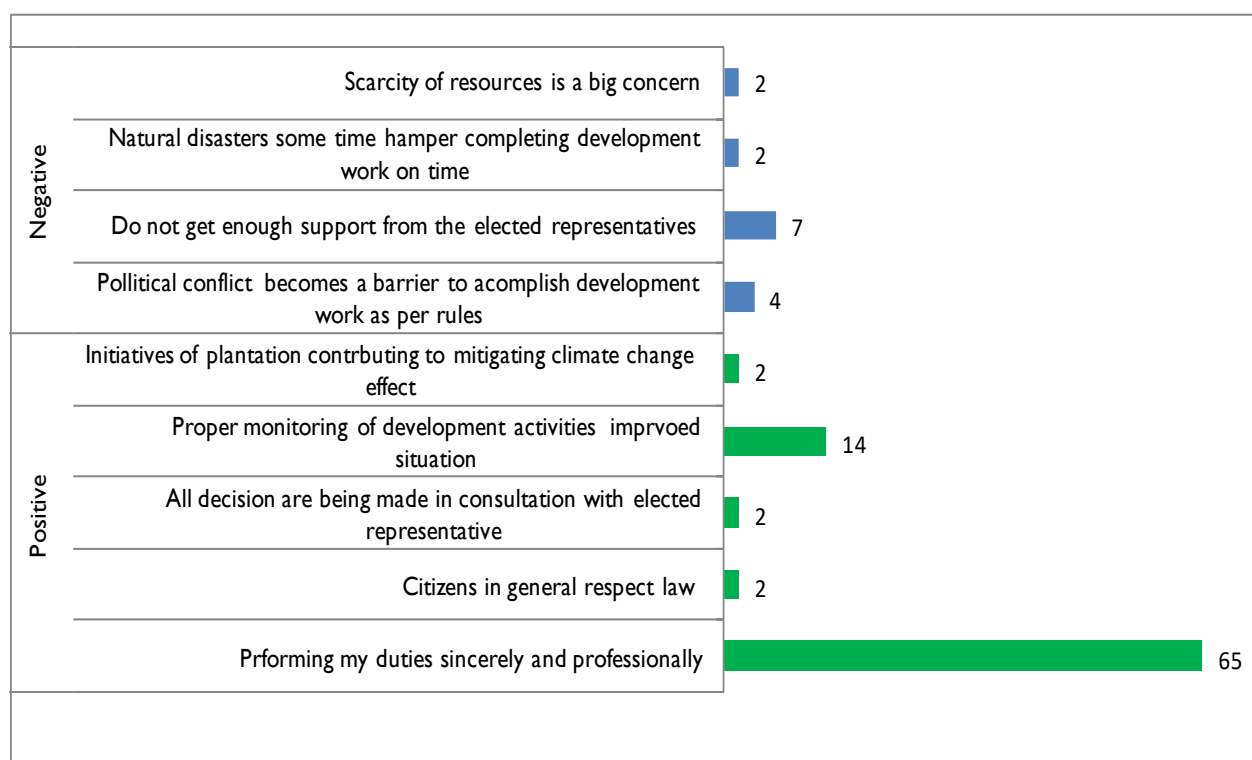
Chart-10: Reasons for scoring on own performance by UZP Chair (percentages of responses)



As 73% of the UZP Chair perceived they were either very good or good performers, the reasons were more positive as well. Among the positive reasons 28% of the UZP Chair mentioned that they kept the promises given to the people, they ensured transparency and accountability in UZP affairs (23%), on time project implementation (11%) etc. Among the negative reasons most of them mentioned that there was role confusion between the UZP Chair and the UNO (26%) which led to their perceived poor performance.

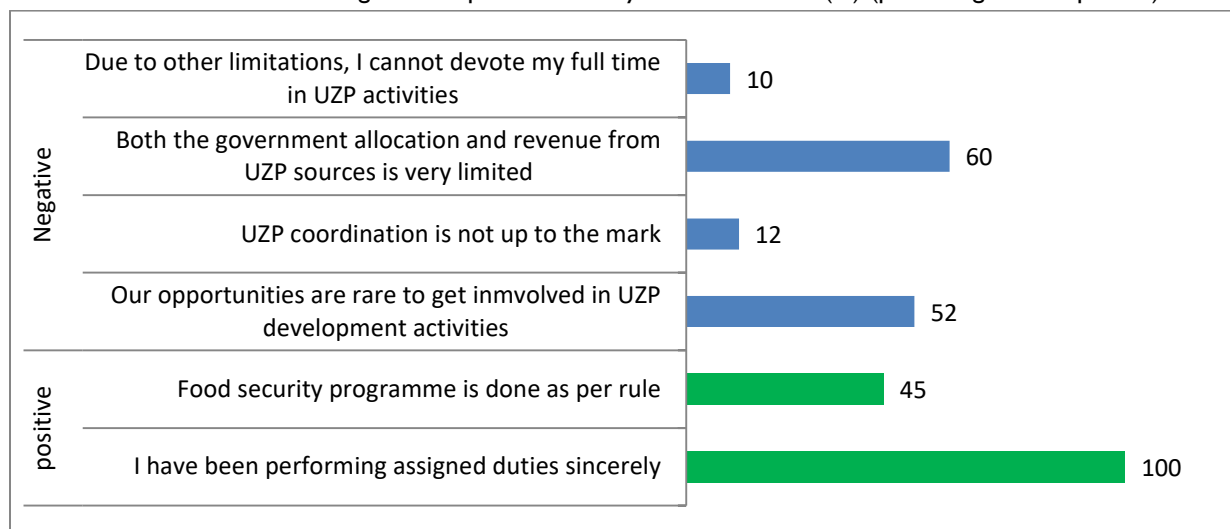
UNOs also self-evaluated their own performance as the Chief Coordinating Officer of the Uapzila. While evaluating their own performance 55% of the UNOs saw them as good performers and 29% of them mentioned them as very good performers. However 13% of them were found to be moderate on their claims.

Chart-I I: Reason scoring on own performance by UNOs (percentages of responses)



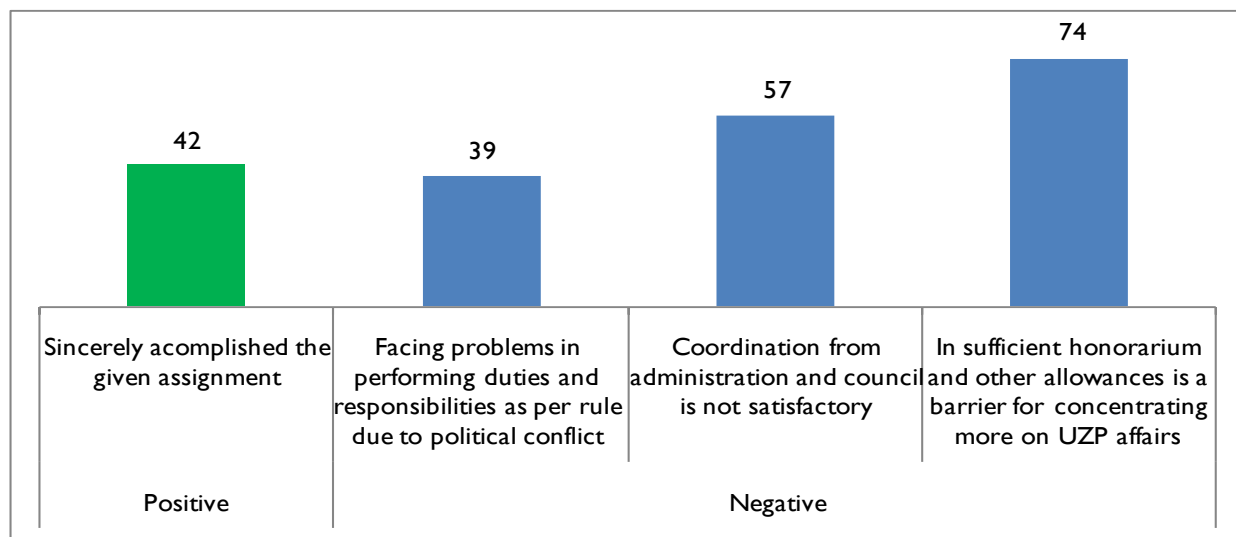
The UNOs on giving reasons did mention a good number of positives. Among them they mentioned performing their duties and responsibilities sincerely and professionally (65%). The other positive reasons include proper monitoring of development activities (14%). Among the negative reasons UNOs mentioned do not get enough support from the elected representatives (7%), political conflicts hampering development project completion (4%), scarcity of resources (2%) and natural disaster hampering development projects (2%) etc.

Chart-12: Reason scoring on own performance by UZP Vice Chair (M) (percentages of responses)



Among the UZP vice Chair (M), 100% of them on positive reasons mentioned that they had been performing their duties sincerely followed by proper implementation of food security programs for the poor (45%) for their performances. The negative reasons they mentioned include – limited funds available (60%), limited opportunity to get involved in development activities of the UZP (52%), lack of coordination in UZP (12%) and cannot contribute full time to UZP activities (10%) etc.

Chart-13: Reason scoring on own performance by UZP Vice Chair (F) (percentages of responses)



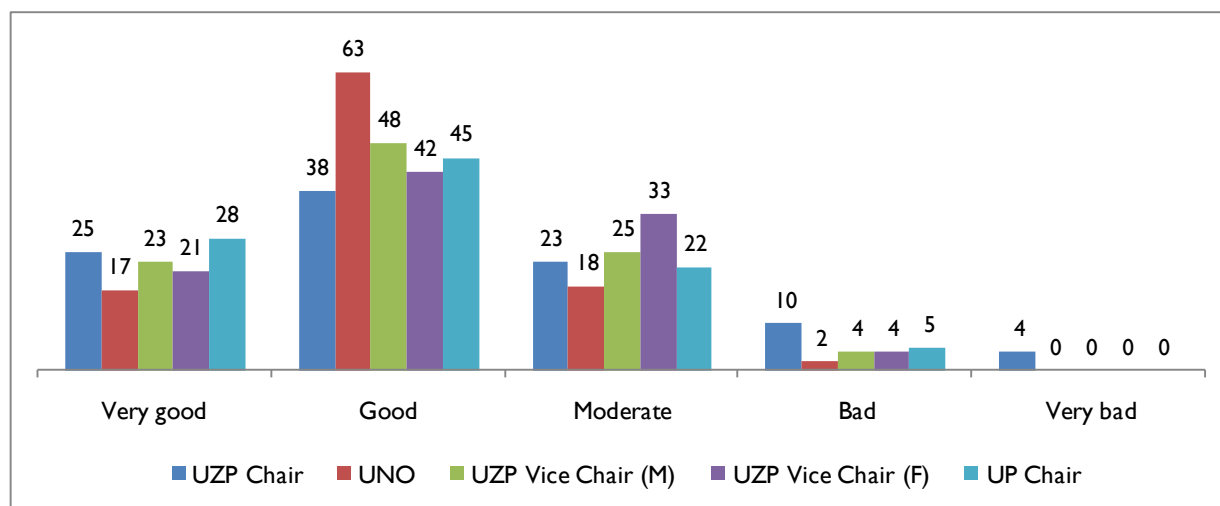
The UZP Vice Chair (F) had more reasons in negatives as shown in the chart above. Among them 42% mentioned that they had been performing sincerely in accomplishing the given assignments. However, it was very interesting to reveal that 74% of the UZP Vice Chair (F) mentioned insufficient honorarium for their poor performance followed by below par support from the administration and UZP (57%) and

political conflict (39%). Though the issues of honorarium had been a long standing issue for the elected representatives, the other two were also not less important.

2.1.4 Perceived Citizen Satisfaction on UZP performance

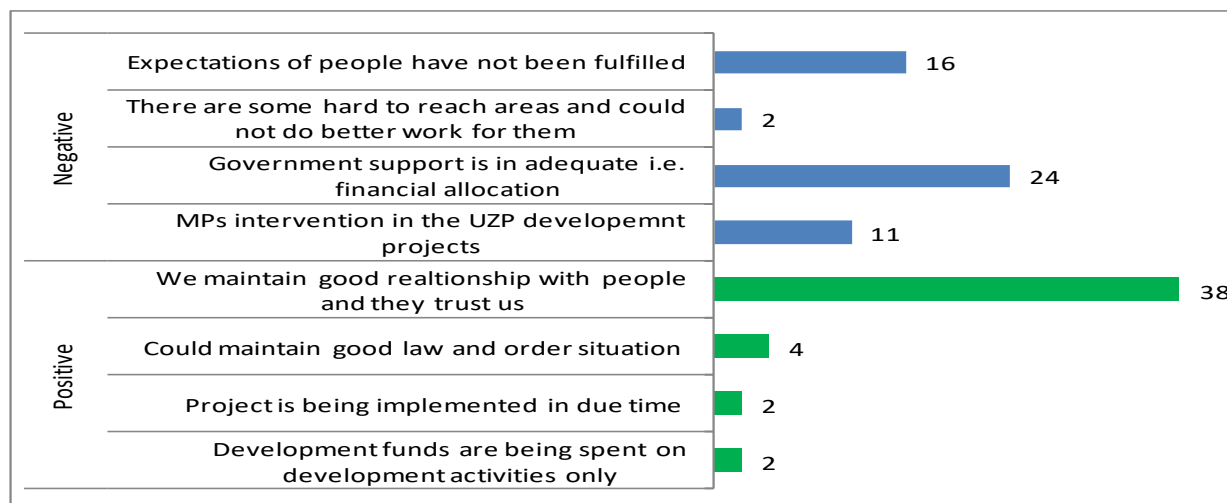
The local government bodies in general are to deliver services to the citizens. In Bangladesh other than election there is no real scope to verify citizen satisfaction in local government bodies. During the survey the UZP stakeholders were asked how they perceive the satisfaction of the citizens in general. They had to score first in five point scales and given reasons for their perceived scoring as well. The following chart shows the perceived citizen satisfaction on UZP performance by UZP stakeholders.

Chart-14: Perception of citizen satisfaction by UZP stakeholders (percentages of responses)



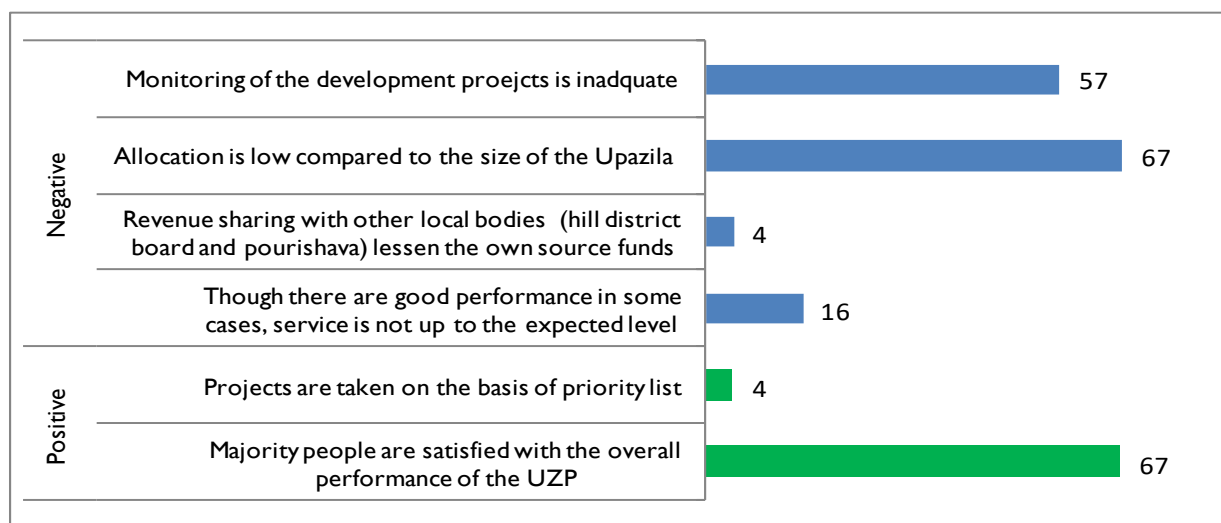
All the UZP stakeholders, other than DDLG gave score as they perceived satisfaction of the citizens they serve. As they scored it revealed that 25% (12) UZP Chair perceived the citizen satisfaction was very good, the same for UNOs was 17% (8), for UZP Vice Chair (M) 23% (12), UZP Vice Chair (F) 21% (11) and for UP Chair it was 28% (28). The UZP stakeholders who perceived citizen satisfaction as good include 38% (18) UZP Chair, 63% (30) UNOs, UZP Vice Chair (M) 48% (24), UZP Vice Chair (F) 42% (21) and UP Chair 45% (45). The UZP stakeholders who perceived that the citizen satisfaction on UZP performance was moderate were UZP Chair 23% (11), UNOs 18% (8), UZP Vice Chair (M) 25% (12), UZP Vice Chair (F) 33% (15), and UP Chair 22% (11).

Chart-15: Reasons for citizen satisfaction perceived by UZP Chair (percentages of responses)



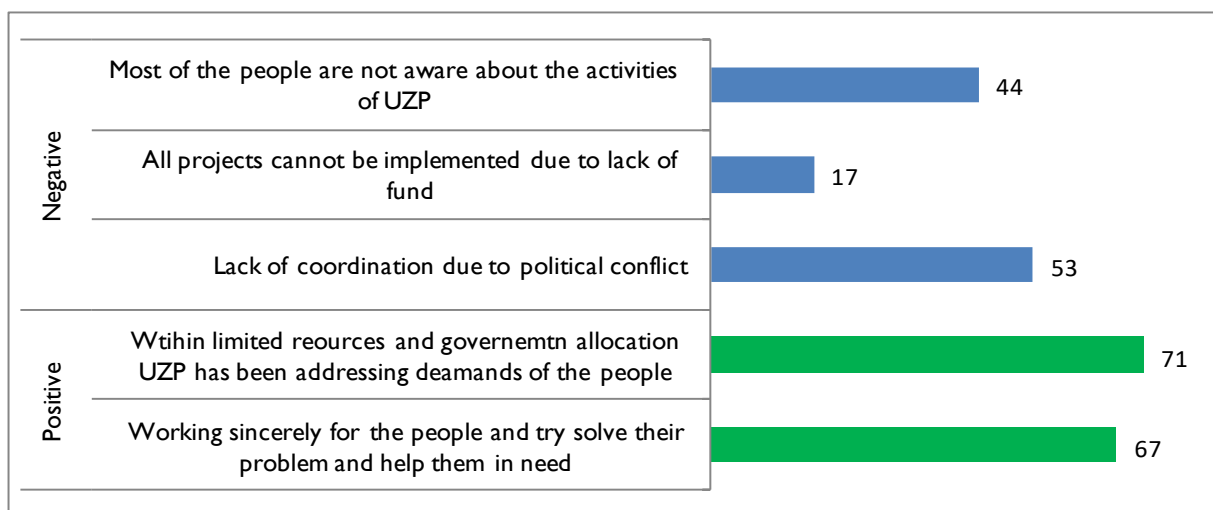
Talking about citizen satisfaction to elected representatives is always interesting. The UZP chair on citizen satisfaction had positive and negative reasons a plenty. The most prominent was that they used to maintain good relationship with citizens and they could make the citizen understand their limitations as elected representatives (38%). The other reasons for citizen satisfaction they perceived include better law and order situation (4%), projects being implemented on time and use of development funds properly etc. Among the negative reasons for less citizen satisfaction they mentioned – low financial allocation (22%), high expectation from citizen (16%) and MP’s interference (11%) were mentionable.

Chart-16: Reasons for citizen satisfaction perceived by UNOs (percentages of responses)



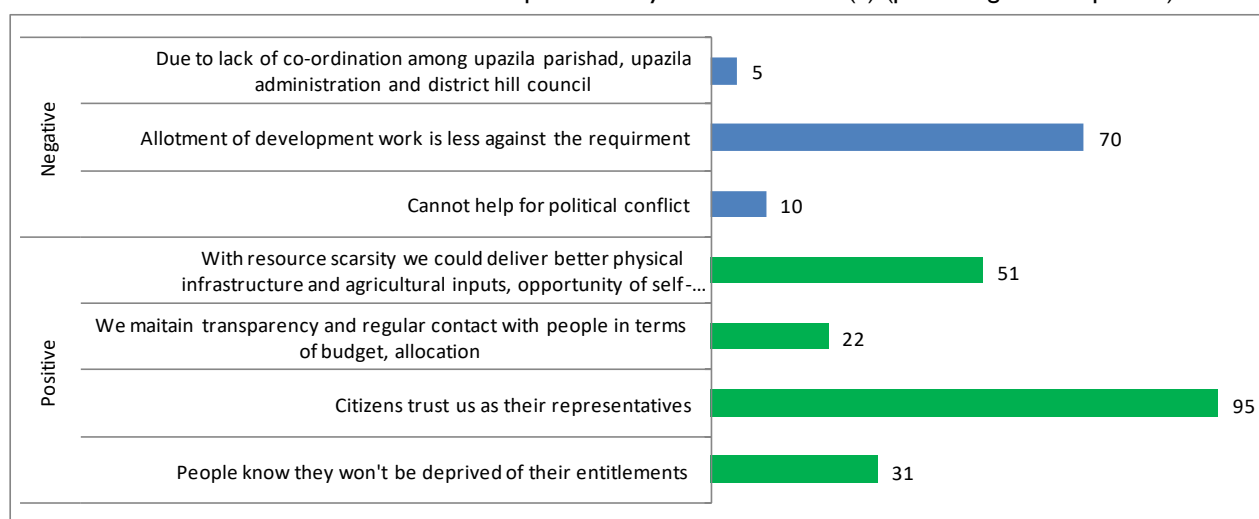
UNOs though think most of the citizens were satisfied (67%) with the performance of the UZP as they rarely receive complaints from the citizen as they came across. However implementing projects from the priority list (4%) was another reason for citizen satisfaction they mentioned among positives. The negative reasons for citizens’ dissatisfaction included low budget allocation (67%), inadequate monitoring of the development projects (57%) among others.

Chart-17: Reasons for citizen satisfaction perceived by UZP Vice Chair (M) (percentages of responses)



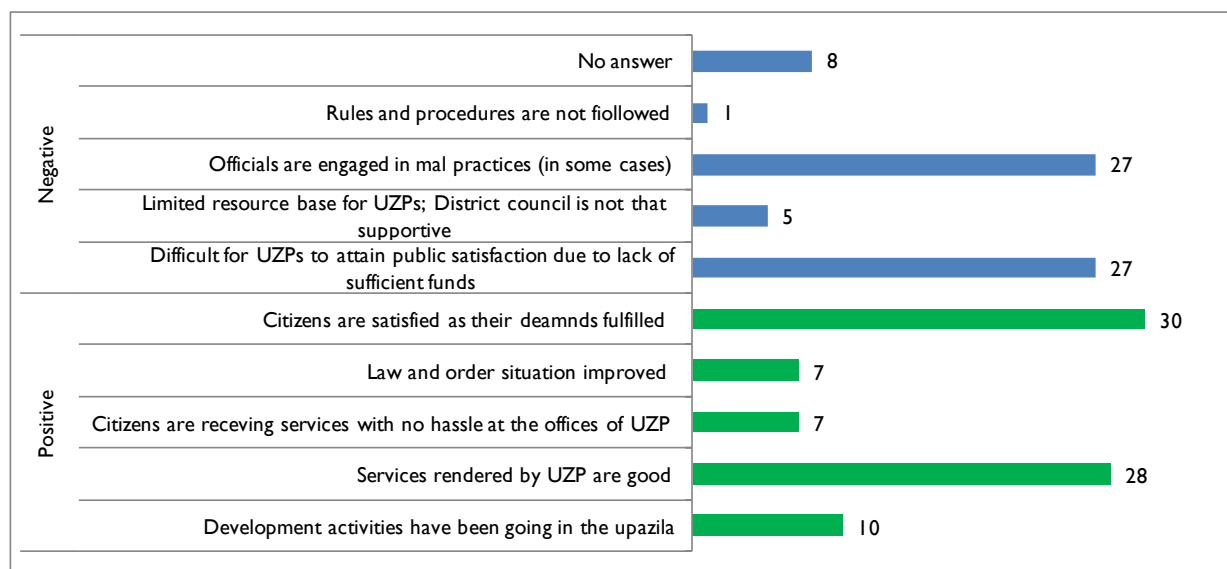
UZP Vice Chairs (M) as shown in the above chart mentioned some good reasons for citizen satisfaction including some negatives. Among positives, they perceived that they could meet the demands of the citizens with available limited resources (71%), and they solved the problems of the people sincerely (67%). Negatives included lack of coordination (53%), citizens were not aware of the UZP activities (44%), and fund limitation (17%).

Chart-18: Reasons for citizen satisfaction perceived by UZP Vice Chair (F) (percentages of responses)



UZP Vice Chairs (F) mentioned a good number of reasons for citizen satisfaction on their performance with lot of positives including- higher trust on them as elected representatives (95%), could improve infrastructure and ensure agricultural inputs (51%), people knew that they won't be deprived of their entitlements (31%) and transparency in budget allocation (22%). Among the negatives they perceived lack of sufficient funds for development activities (70%), political conflict in UZP (10%) and lack of coordination among stakeholders (5%).

Chart-19: Reasons for citizen satisfaction perceived by UP Chair (percentages of responses)

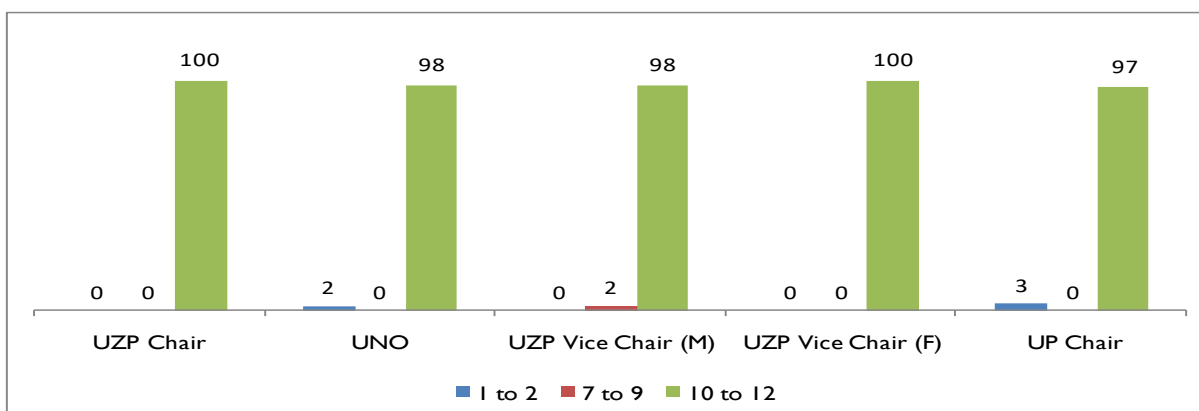


UP Chair as member of the UZPs also mentioned a lot of issues as they perceived as reasons for citizen satisfaction and dissatisfaction. The positive reasons included- citizens were happy as their demands met. (30%), UZP delivers good services to citizens (28%), development activities were ongoing (10%), better law and order situation (7%) and administration is supportive towards citizen (7%) etc. The negative reasons included – officials (in some cases) were engaged in mal practices (27%), lack of sufficient funds (27%), District council not supportive (5%) and rules and procedures were not followed (1%)

2.2 Meetings at UZPs

According to the Upazila Act the council must meet once a month to discuss general administrative and developmental issues which is popularly called monthly meeting of the UZP. During the survey it was revealed that the most common meeting held at the UZPs was found to be the monthly meeting of the UZPs. With very few exceptions monthly meeting were regularly held in the study UZPs. The second most meeting was recorded as Law and order meeting held in UZPs. There were a good number of meetings held at UZPs especially on different subject matters and attended by almost all the NBDs in the Upazila. There were incidences of holding three to four meetings on the same to accommodate time and ensure attendance of all members. The same was also found during the FGDs with officials and staffs. The other important meetings at the UZPs include the meetings called on for celebration of different national and cultural days convened by the UZP Chair. However it needs to be mentioned here that no meetings was ever postponed due to lack of quorum at the UZP as revealed during the survey.

Chart-20: Monthly meetings held during last 12 months (percentages of responses)



2.2.5 Standing Committees (SCs)

According to the Upazila Act 17 standing committees needed to be formed in the UZPs so that they can help the council with an intensive on look of the development issues on different subject matters. To give more weight on the SCs the Vice Chairpersons were made the President of the committees and the concerned subject matter experts deployed in the Upazila level by the nation building departments were to act as Member-Secretary of those SCs. During the survey the respondents were asked if all SCs were formed in their respective UZPs. The responses were overwhelming as the affirmative answers ranged from 69% to 96%. As UNOs were responsible for keeping the records of the standing committees and its member names and reporting to the appropriate authority that the SCs were formed, they were in a better position to give a prompt reply. However others were also aware of the formation of the committees at least. The others simply were not aware of the formation of such committees or did not want to say anything without revisiting the documents.

Table-13: Perception of SC formation by UZP stakeholders (percentages of responses)

No of Standing Committees	UZP Chair	UNO	Vice Chair (M)	UZP Vice Chair (F)	UP Chair
1 to 3	-	-	-	-	7
6	-	-	-	-	2
7	-	-	-	-	1
8	-	-	2	4	1
9	-	-	-	-	15
12	2	-	-	-	-
13	-	-	-	-	2
14	-	-	-	-	3
15	2	2	-	2	-
16	2	2	6	2	-
17	92	96	92	92	69
Total	100	100	100	100	100

DDLGs were also asked if they were aware of the SCs formed in the UZP under their supervision. The responses are recorded in the following table:

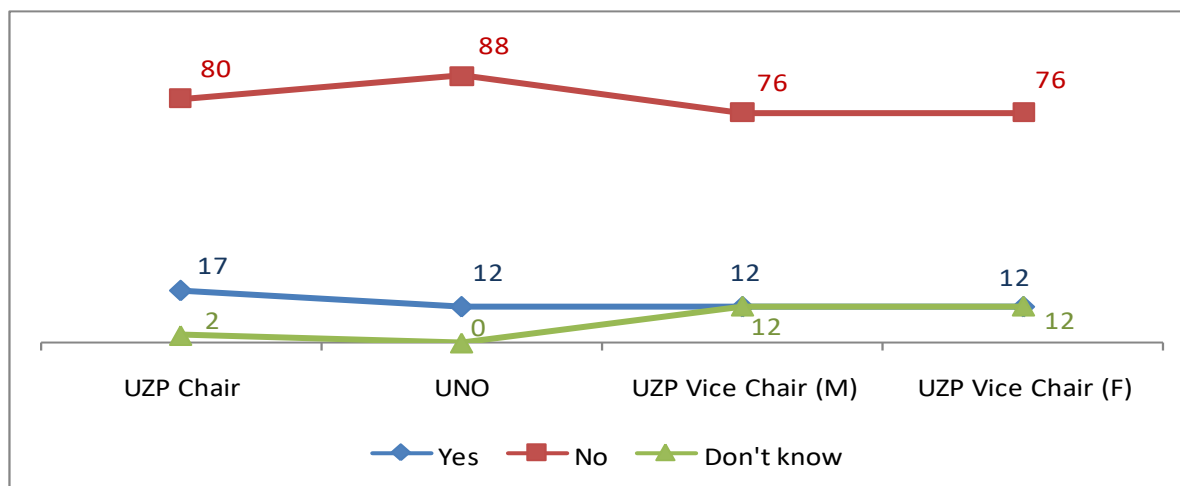
Table-14: Formation of SC committee mentioned by DDLG

Formed	N	%
Yes	32	84
No	3	8
No answer	3	8
Total	38	100

Making by-laws for the Standing Committees

The Upazila Act made provision¹⁰ for making by-laws for smooth functioning of the SCs so that respective UZPs could prepare by-laws according to their need or context rather than making a generic one for all centrally. During the survey respondents were asked if their respective UZPs made by-laws for the SCs. Very few respondents were found to be aware of UZP's by-laws making authority. Those replied affirmative did mention the Term of Reference of the SCs which was passed in the UZP monthly meeting following the formation of the SCs after formation of the new council. Thus it was likely that a lot of negative replies recorded. Needless to say, the rest of the respondents who said neither YES nor NO, were more likely do not know or cannot say.

Chart-21: By-laws was prepared for smooth functioning of the SCs (percentages of responses)



During the survey DDLGs were asked if they knew that by-laws for SCs of the UPZs were made. The responses are given in the following table. Only three DDLG mentioned that such by-laws were made, while 16 DDLG said no such by-laws made in the UZPs in their districts. Fourteen DDLG mentioned they did not know about this and five DDLGs did not give any answer at all.

¹⁰ See, Section 64 of the Upazila Parishad Act of 1998.

Table-15: DDLGs' Answers on if Bylaws were made for SCs in the UZPs

Made	N	%
Yes	3	8
No	16	42
Don't know	14	37
No answer	5	13
Total	38	100

Functionality of SCs

The provision of SCs in the UZPs in Bangladesh was certainly kept with a purpose. During the survey it was revealed that SCs were one of the many less attended issues in the UZPs. In most occasions the formation of the SCs were haphazardly done and the names were submitted on the deadline day. Thus there was rarely any consultative meeting and resultantly many of the members of the SCs did not even know that their names were included in the SC list. Especially some of the UP Chairs, who by default member of the UZP, were surprised that they were the member of the SCs formed in their UZP. Yet 14% (7 to 8) of the UZPs surveyed, the SCs had been found to be somewhat existent¹¹. They used to meet more often than others. Among the UZPs where SCs did meet the following committees were found to meet regularly and prepare meeting minutes.

Table-16: Functionality status of Standing Committees of UZPs

Name of Standing Committees	Percentage
Law and Order	56.5
Communication and Physical Infrastructure Development	54.3
Agriculture and Irrigation	63.0
Secondary and Madrasa Education	56.5
Primary and Mass Education	52.2
Health and Family Welfare	53.2
Women and Children Development	50.0
Social Welfare	50.0
Public Health, Sanitation and Safe Water Supply	52.2

In the above table some of the SCs functionality has been shown. From the table it revealed that SCs of the UZPs listed above were found to be more or less functional. Here functionality is considered (i) if the SC meets 6 times a year as per rule, (ii) prepare meeting resolution and (iii) submits the resolution to the UZP for further actions. All the SCs listed in the above table meet regularly, some of the SCs prepare their resolution often and a few of them submitted their resolution to the UZP to be discussed in the monthly meeting. It seems that the committees led by the UZP Vice Chair (F) had been relatively more functional than their male counterparts.

¹¹ Somewhat existent in the sense that the SCs in those UZPs meet once in two months and prepare meeting resolutions as well.

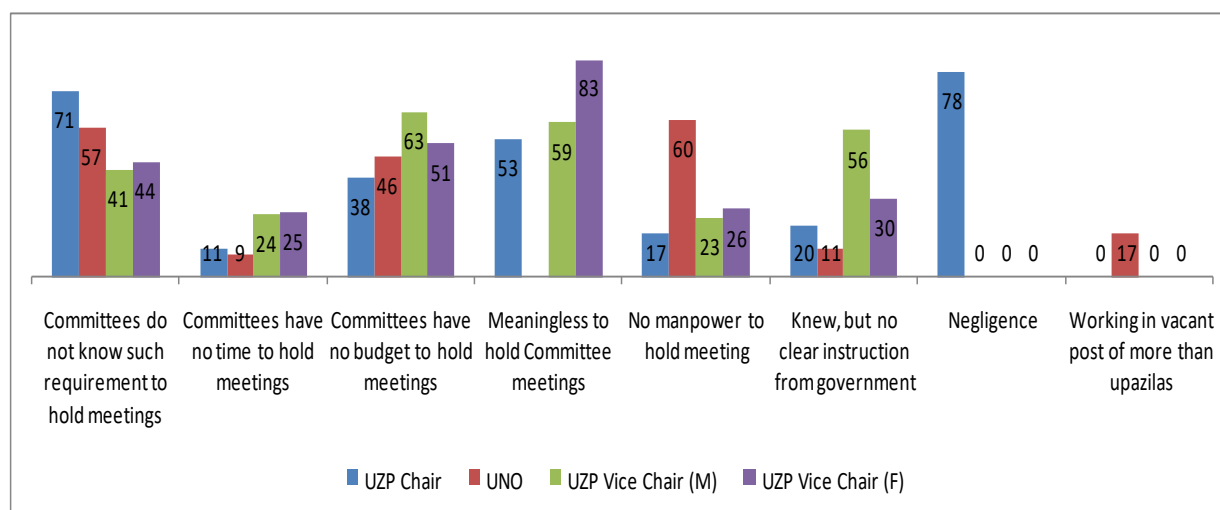
SC Meetings

Regular meetings of the SCs in general were found to be rare events in most of the Upazilas under study. Even when meetings were held meeting proceedings were not recorded accordingly or forwarded the same to the Upazila Parishad. In no cases there was any UZP with full functional SCs. However there were glimpses of hope in some UZPs including Companigonj in Noakhali, Shibchar in Madaripur, Tongibari in Munshigonj, Pakundia in Kishoregonj, Delduar in Tangail, Patnitaala in Naogaon, Bera in Pabna, North Matlab in Chandpur, Chandanish in Chittagong, BanderbanSadar in Banderban, Bakergonj in Barisal, Rajapur in Jalkathi, and Burichong in Comilla were found to be better performing¹² UZPs in terms of functional SCs.

The Reasons for not holding regular SC meetings

During the survey respondents were asked why the SC meetings were not held regularly. The majority of the respondent replied that the committee members did not know the requirement of holding regular meetings. Many of them also mentioned that there were no clear directives/ instructions from the central government (i.e. LG division) to hold SC meeting. Lack of manpower and budget were other prominent reasons cited by the respondents for not holding SC meetings in the study UZPs as well.

Chart-22: reasons for not holding SC meetings (percentages of responses)



The above chart shows the reason why SC meeting were not held in their UZPs. It was a closed questions and a number of options was given to select as many as they wished with scope for incorporating new reasons if they thought so. Only UNOs had chosen other options as some of them were acting as UNO in absence of the regular post holders and were not in a position to answer.

¹² During the field work it was observed that the SCs were more or less active where the UZP Chair and UNO combined took initiative and asked the committees to hold meetings. In those UZPs the UZP Chair and UNOs were found to be sincere about making SCs active.

The UZP Chair tried to defend that 71% mentioned that the committee did not know about holding meeting, but 78% of them mentioned it was simply negligence on part of the SC members. Organizing such meeting was meaningless was mentioned by 53% of the UZP Chair.

UNOs also echoed the view of the UZP Chair as 57% of the UNOs mentioned that committees did not know the requirement of holding meetings. They also mentioned that SCs had no budget (46%), manpower to hold meetings (60%) as well as no clear instructions from government (11%) etc.

UZP Vice Chairs (M) mentioned the following reasons for not holding SC meetings. They saw having no budget was the biggest issue (63%) for not holding SC meetings, who by law should preside over the meeting of at least 8 SCs. The other reasons they mentioned include- meaningless to hold meetings (59%), lack of clear instructions from the government (56%) and lack of time (24%) to hold meetings etc.

UZP Vice Chair (F) found meaningless¹³ (83%) to hold meetings as the biggest concern followed by problem of funding (51%) to hold meetings, no instructions from government (30%) etc.

The above scenario reveals that the UZP stakeholders other than the UNO found meaningless to hold meeting as mentioned by all the stakeholders and that they did not know the requirement of holding SC meeting. Budget was a big issue as well.

NBD Officials on Standing Committee

During Focused Group Discussions, NBD officials had outlined their role in the SC meetings as Member-Secretary of the concerned committee. From the discussion it was apparent that the NBD officials were well aware of their responsibilities. They however mentioned that lack of time was the major issue to perform SC functions by them.

NBD Officials on their perceived role in Standing Committee Meeting

- Circulate notice, Fixing agenda as per direction of the President of the Committee
- Inviting and conducting meeting as per direction of the president of the meeting
- Preparing meeting resolution, preservation and sending copy to UZP
- Placing the recommendation of the SC in the UZP monthly coordination meeting
- Project selection and placing proposal before president of the meeting
- Selecting proposals on the basis of priority
- Sending meeting minutes to the committee members
- Preparing progress report of activities for the UZP monthly coordination committee meeting
- Presenting various departmental problem in the various standing committee meetings

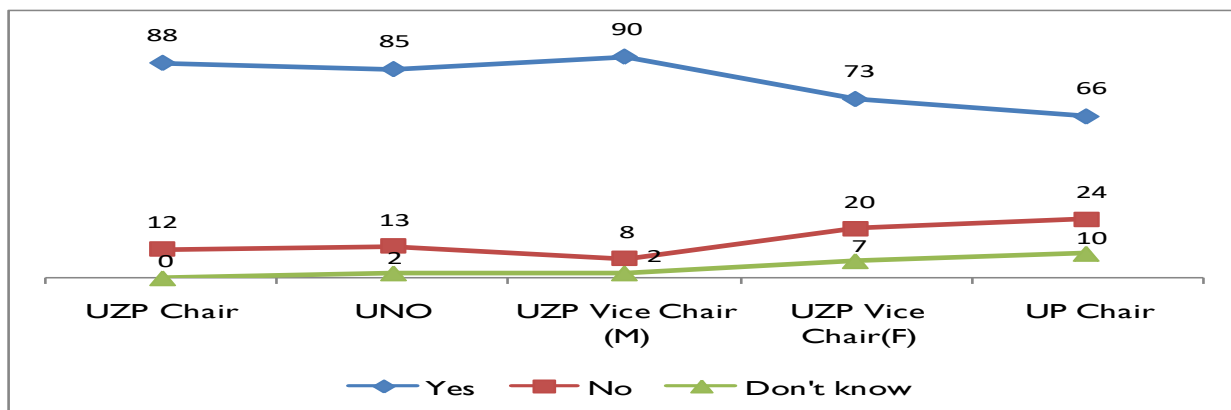
Some of the NBD officials however were in the opinion that standing committees were not active at all and exist in paper only.

¹³ By meaningless they mean the resolution of the SC meeting never get attention at UZP meeting and the recommendations of the committee did not get implemented etc.

2.2 Five Year Plans of the Upazila Parishad

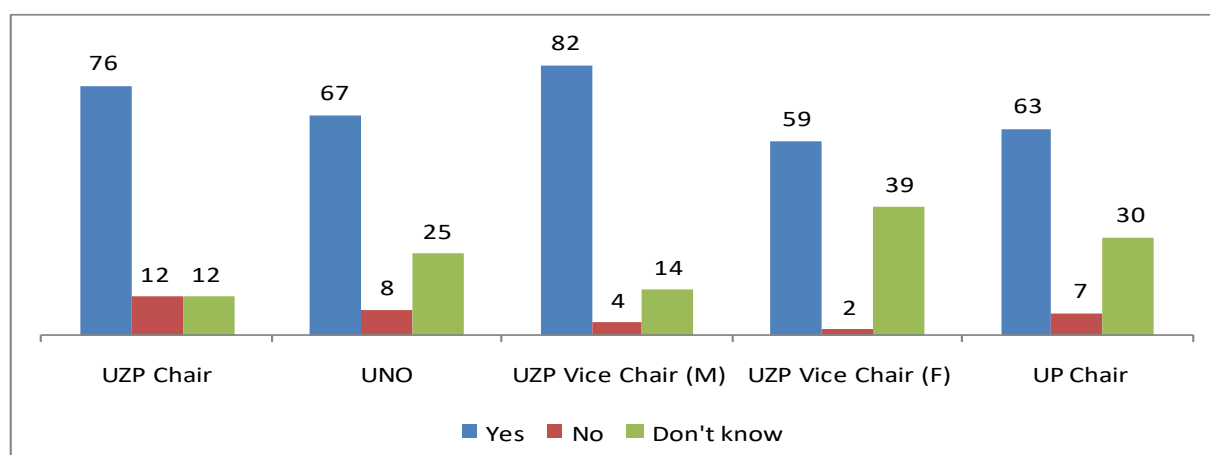
One of the major functions of the UZPs is to prepare five year plans for the UZP incorporating proposals from the Union Parishads (UPs) under its jurisdiction. All the UZP stakeholders were asked if Five Year Plan for their respective UZPs were prepared and the responses were very positive. The UZP Chair, Vice Chair (M) and UNOs were very much aware of this function. Even the UZP vice Chairs were found to be more serious as the highest 95.7% of them mentioned that Five Year plans for their respective UZPs were prepared.

Chart-23: Five Year Plan for the UZPs prepared (percentages of responses)



UZP stakeholders were asked if they were aware of the preparation of the five year plans of their respective UZPs. Among the stakeholders 88% of the UZP Chair, 85% of the UNO, 90% of the UZP Vice Chair (M), 73% of the UZP Vice Chair (F) and 66% of the UP Chair were found to be aware of the five year plan preparation of their respective UZPs. It was found that 12% of the UZP Chair, 13% of UNO, 8% of UZP Vice Chair (M), 20% of the UZP Vice Chair (F) and 24% of the UP Chair mentioned that no such planning document was prepared. However 2% each of UNO and UZP Vice Chair (M), 7% of the UZP Vice Chair (F) and 10% of the UP Chair did not have any clue of five year plan for the UZPs.

Chart-24: Consideration of UP Priority list in the prepared Five Year Plan (percentages of responses)



The UZP stakeholders were asked during the survey if they had considered UP priority list at the time of preparation of the Five Year Plan. Among the UZP stakeholders 39% of the UZP Vice Chair (F) and 30% of the UP Chair and 25% of the UNO mentioned, they did not know about it.

2.3 Sector-wise allocation

Respondents were asked how they used to ensure sector wise allocation to the development projects. The answers were simple and unique to all irrespective of the affiliation. Almost all of them replied allocation was given according to ADP guidelines. However the project proposals were being discussed in the UZP meetings once these had been forwarded by the respective Union Parishads. Later these were reviewed by the Project Selection Committee. The whole process was mentioned rather as a mechanical one. Though there were issues of discretionary power used but the process had always been followed. During the process throughout the sectoral allocations were made as per instruction given, with minor cases of deviations.

During the FGD with NBDs the following issues came up about sectoral allocations.

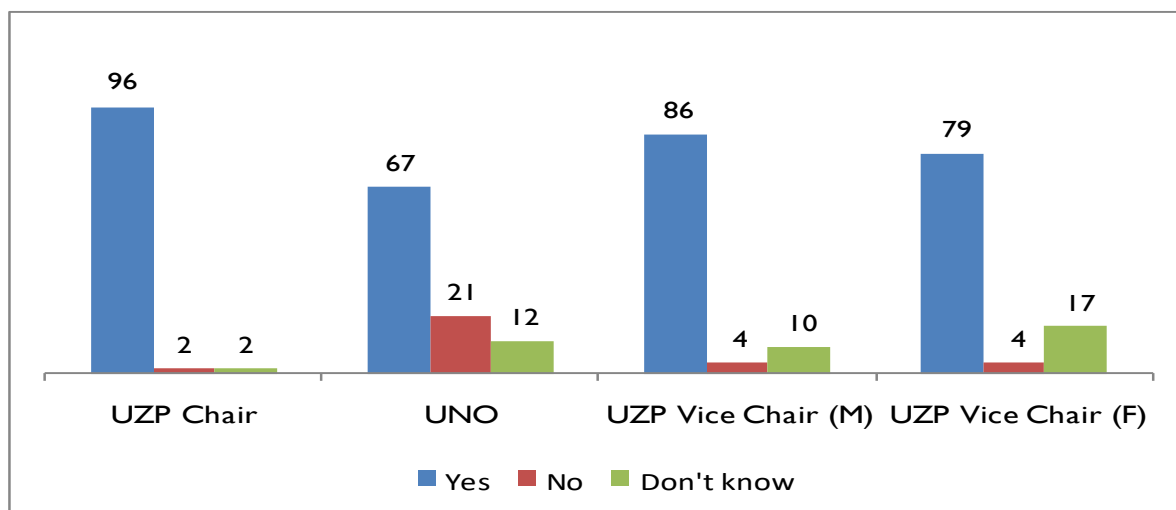
NBD officials opinion regarding sectoral allocation

- There is no role of departmental officials in the sector wise allocation of fund.
- No technical support is taken by UZP
- Technical support is given if sought for in the selection of project proposals
- In special cases, technical aspects of the projects are discussed and technical support is given
- Upazila engineer has a role in the sector wise allocation with respect to technical aspect but other department official have no role in the budget preparation
- Sector wise allocation is given according to ADP guidelines

2.4 Budget and Disclosure

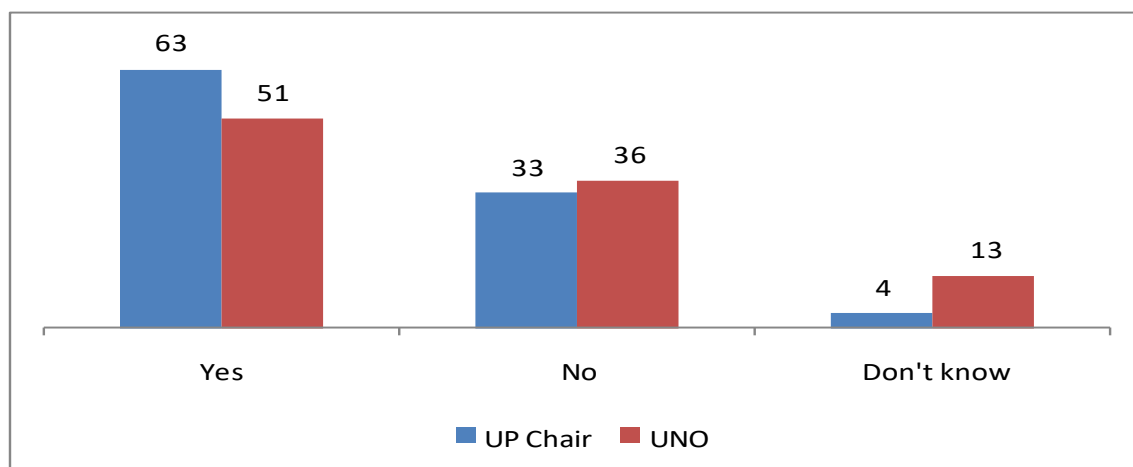
Budget preparation is a very important aspect of a public office in any setting. The same goes with UZPs. The Upazila Act clearly emphasized on and instructed the process of budget making for the UZPs. Budget making occupies time and a lot of man-hour to make it as it is a technical document. However as a public office UZPs has to make the draft budget disclosed to public for their review and receiving observations and comments (if any) for ensuring transparency and accountability to the electorate.

Chart-25: Budget prepared as directed in the UZP Act (percentages of responses)



During the survey the both elected representatives and officials of the UZPs were asked if they comply with the rules for budget preparation. All the stakeholders replied in affirmative and overwhelming reply was YES and of them 96% was UZP Chair, 86% were UZP Vice Chair (M), 79% were UZP Vice Chair (F) and 67% were UNO. However 21% of the UNOs replied NO, and 17% of the UZP Vice Chair (F) and 12% of UNO replied that they did not know about it.

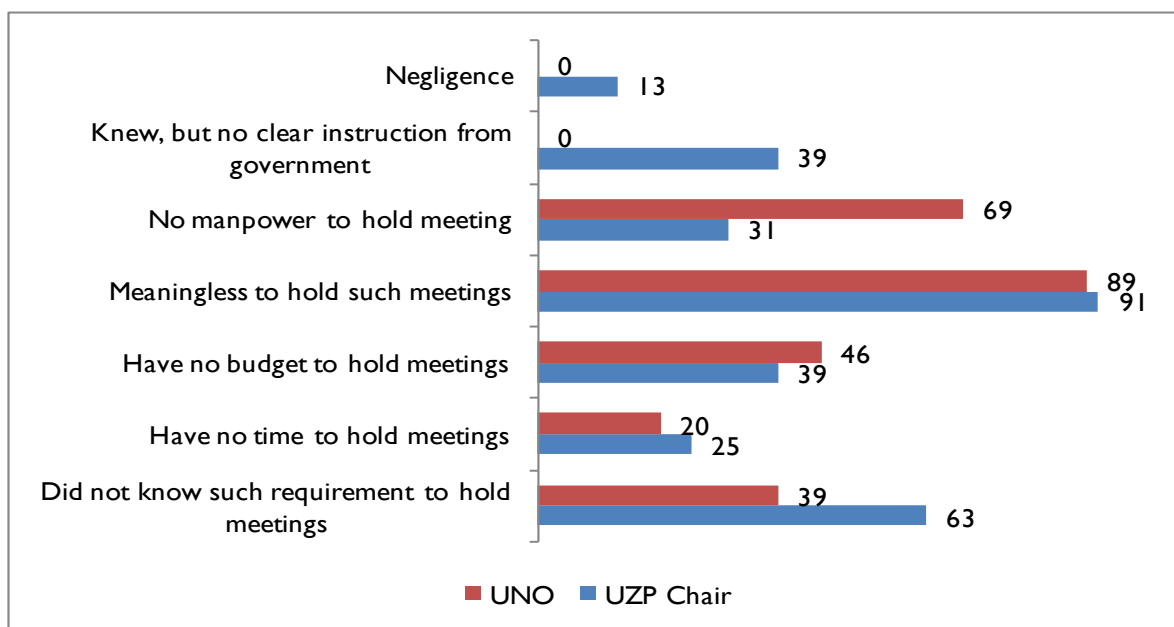
Chart-26: Public Consultation meeting held on UZP budget draft (percentages of responses)



The Upazila Act also instructed to hold public consultation meeting on draft budget so that public opinion is reflected in the budget. The respondents were asked if they held any consultation meeting on the draft budget of the respective UZPs. Other than the UZP Chairs and the UNOs nobody else was in a position to give an answer. Among others who replied this question, the percentage was insignificant and was not considered. Here only responses from the UZP Chairs and the UNOs were analyzed and shown in the above chart. Among the respondents 63% of the UZP Chair and 51% of the UNO replied that there was public consultation on budget in their respective UZPs. While 33% of UZP Chair and

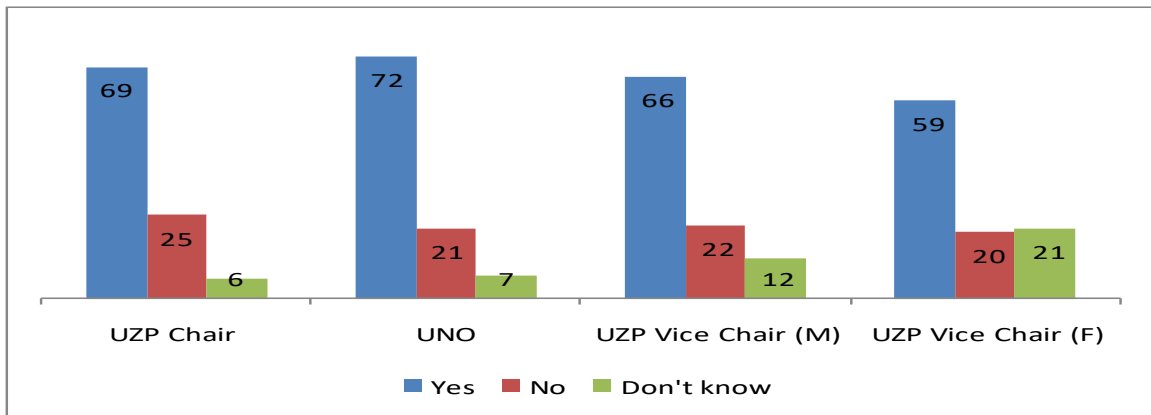
36% of UNO mentioned that there was no budget consultation while 13% of UNO did not know anything about it.

Chart-27: Reason for not holding consultation meeting on draft budget (percentages of responses)



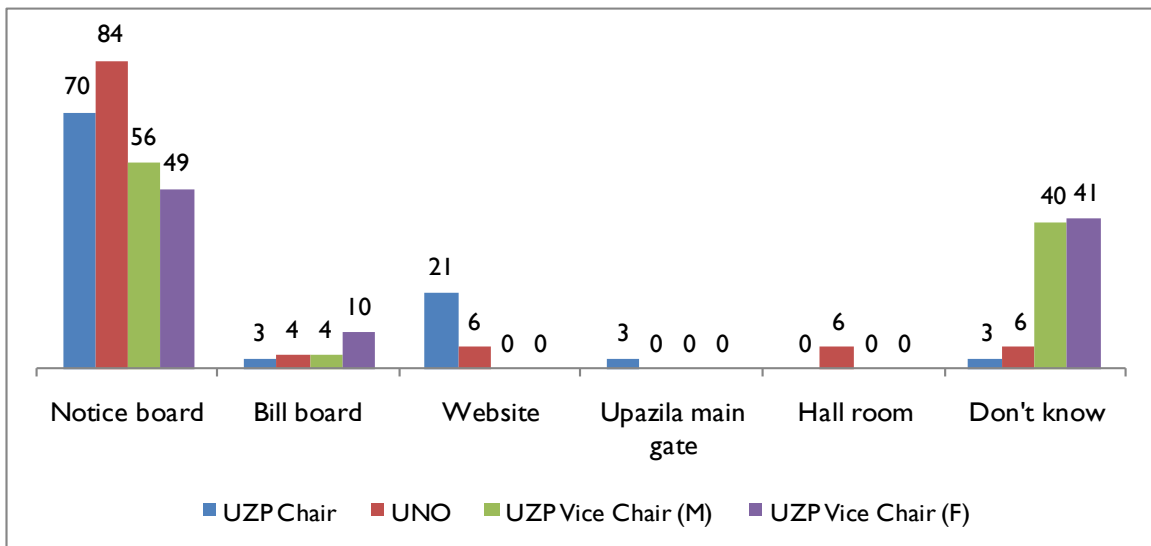
Those who did not organize such consultation meeting on draft budget and replied that they did not know (17 UZP Chairs and 24 UNOs), were asked to explain why they did not comply. Among the respondents 91% UZP Chairs and 89% UNOs perceived that such consultation meetings as less effective. Here 63% of the UZP Chairs and 39% of the UNOs mentioned that they did not know about such requirement. Again 31% UZP Chair and 69% UNO mentioned that they did not have manpower to hold such consultation meeting. Lack of budget for holding consultation meeting on budget was mentioned by 39% UZP Chair and 46% UNO and lackof time was mentioned by 25% UZP Chair and 20% UNO respectively.

Chart-28: Recognition on Disclosure of Draft Budget for Citizen Review (percentages of responses)



The above chart depicts the result on the question disclosure of UZP draft budget for citizen review and opinion. The answers were more or less consistent among the respondents. However UZP vice Chairs were found to be little less aware of budget disclosure.

Chart-29: Upazila Parishad Budget draft disclosed and placed for public review (percentages of responses)



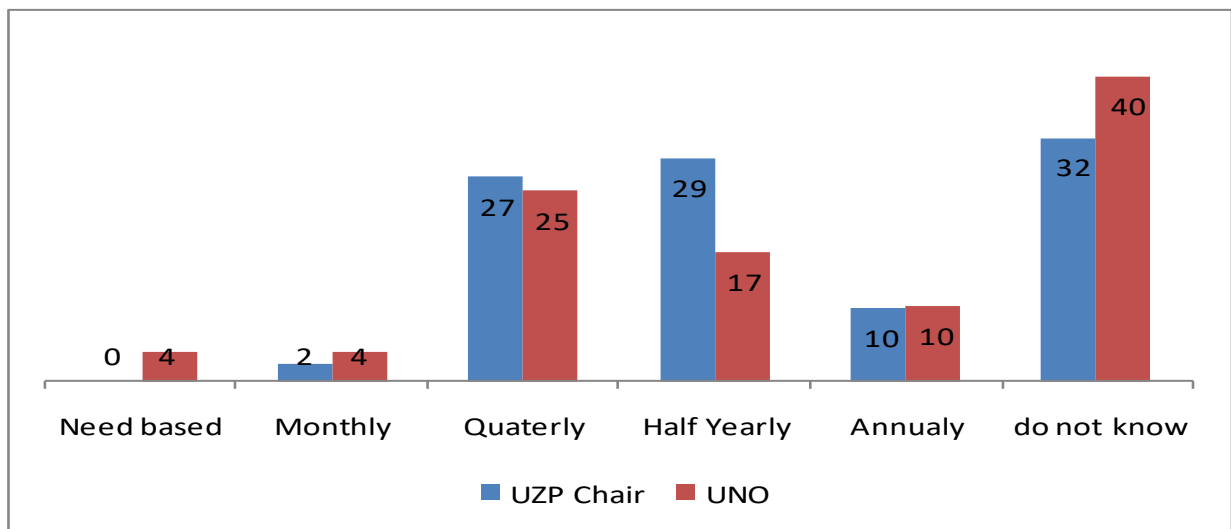
The UZP stakeholders were asked if their UZP had disclosed the draft budget for public review. The above chart revealed that in most cases the draft budget was hanged in the UZP Notice Board. A good number of UZP Chairs (21%) claimed that it was uploaded in the UZP website which was not substantiated by the UNOs (6%). It symbolizes prevailing lack of coordination among UZP stakeholders in the survey locations. Significant percentage of UZP Chairs (both male and female) did not know about the disclosure of draft budget at all, which substantiate the claim by the UZP Vice Chairs that UZP was an affair of UZP Chair and UNOs only.

2.5 Development Projects and Implementation

Project Selection Committee meetings

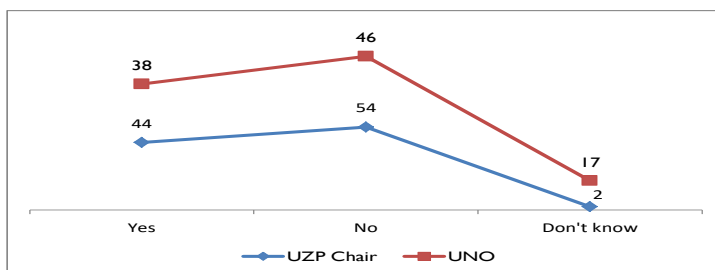
The question about project selection committee meetings was asked only to the UZP chairs and UNOs as these two positions in the UZPs were more likely to know the answer of this question. Interestingly 40% of the UNOs and 32% of the UZP Chairs replied, they did not know about the frequency of such meeting. Of the respondents 10% each of the UZP Chairs and UNOs mentioned that the meetings of the project selection committee meet once a year. While 29% and 17% thought the meeting held half yearly and 27% and 25% respectively mentioned that it held quarterly.

Chart-30: Frequency of Project selection committee meetings (percentages of responses)



Formation of Committee for technical assessment of the selected projects in UZP

Chart-31: Formation of technical assessment committee for development projects undertaken by UZP (percentages of responses)

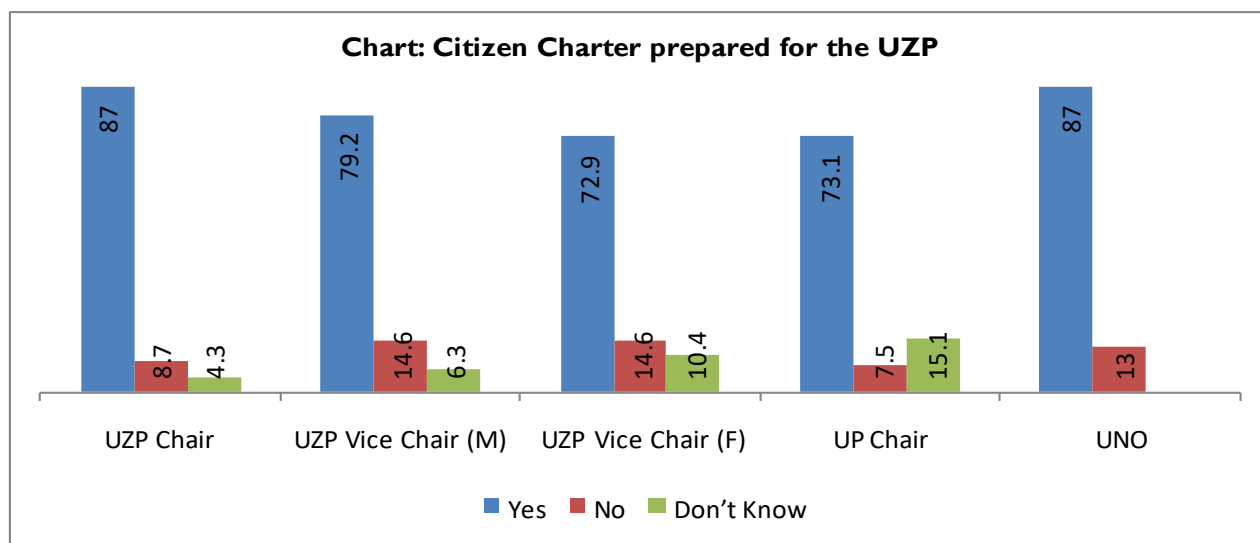


Likewise earlier question, this was also asked only to UZP Chairs and UNOs. Though there are directives from the central government that UZPs should form technical assessment committee to assess the technical feasibility of the development projects undertaken by UZPs, most of the UZPs did not form such committees as revealed during the survey. Among the UZP Chair 44% and 38% of the UNOs mentioned that such committees were formed in their respective UZPs and the rest either answered ‘No’ or ‘Do not know’.

2.6 Citizen Charter

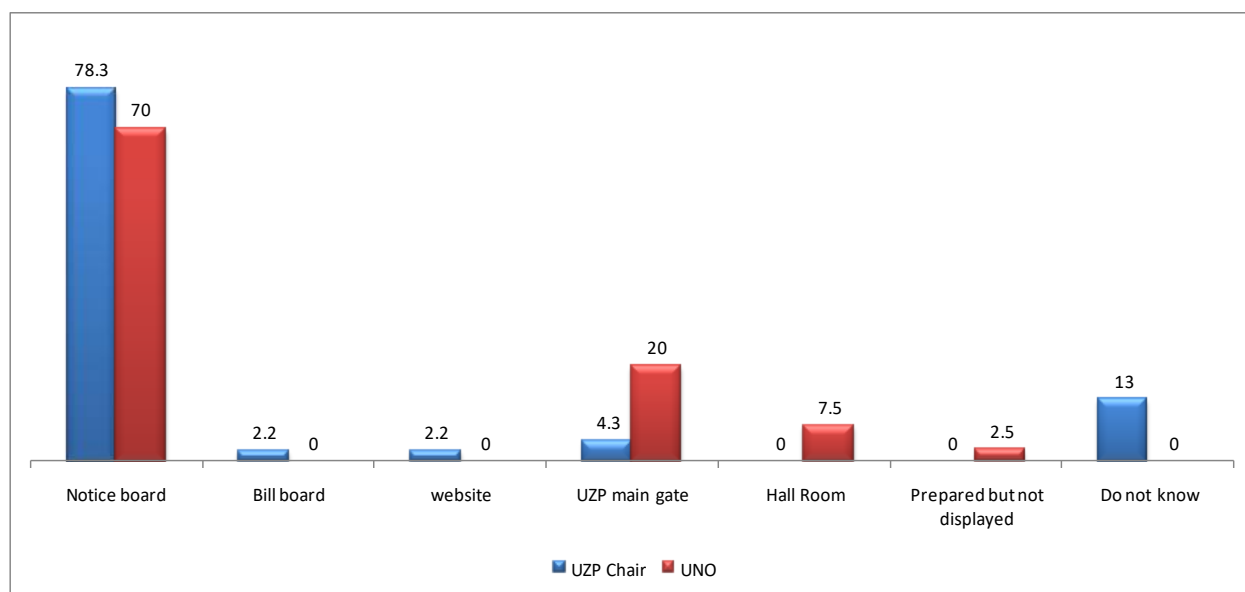
The Upazila Act instructed UZPs to develop citizen charter and place them in visible place so that the citizens get to know what services are being provided at the UZP, the time required to avail the services and at what cost (if any). If the services are not provided accordingly what next they should do. This should usually be done through a consultative process at different offices.

Chart-32: Citizen Charter prepared for the UZP (percentages of responses)



During the survey, the respondents were asked if they had developed a citizen charter for their respective UZPs. The responses revealed that all they were very much aware of the need for a citizen charter and their ones were prepared as well, irrespective of respondent categories. However, there were 8-15% of the UZPs yet to prepare their own citizen charter. There were few elected representative as well who got no clue about a citizen charter though.

Chart-33: Citizen Charter of the UZP displayed for people at places (percentages of responses)



The respondents were asked if the prepared Citizen Charter was placed in a visible place for public view. The most visible place they considered the citizen charter to be placed was the Notice Board, followed by UZP Main Entrance and UZP Conference Room (Hall Room) etc. However 13% of the UZP Chair did not know where it was placed.

In the Focus Group Discussions, NBD officials were asked if they were involved in preparing the citizen charter of their respective UZPs. The responses were mixed. Many of them mentioned that they had actively participated in making citizen charter for the UZP. Some other had no such experience and they knew nothing about it.

Table-17: Role of departmental officials in the making of citizen charter of UZP

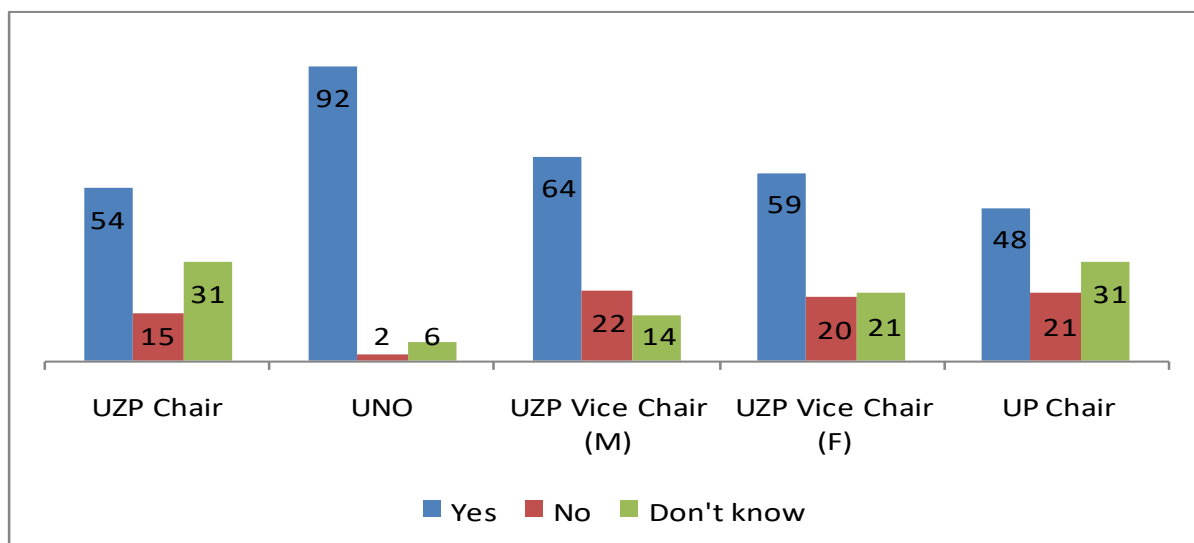
Role of departmental officials in the making of citizen charter	No of responses
Respective departments have framed their own citizen charter and has submitted their citizen charter to UZP	11
Prior to prepare citizen charter departmental official provide service related information of own department	8
Departmental officials have no role in making citizen charter	8
Respective departments have framed their own citizen charter and finally all charter are compiled to prepare UZP Citizen Charter	7
Department officials participated in the making the Citizen charter	6
Respective departments have framed their own citizen charter but UZP has no citizen charter	5

The above table was drawn on the responses of the NBD officials during FGDs. Among 51 FGDs conducted with NBD officials during survey in 13 UZPs they did not have any idea of Citizen Charter of the UZPs. Those who responded affirmative were asked if they were involved preparation of the citizen charter of the UZP and the roles came out as shown in the table above.

2.7 Appointing designated officer for information sharing under RTI Act

UZP stakeholders were asked if designated officer was assigned for sharing data and information with citizens in their respective UZP. The following chart shows the responses on this question.

Chart-34: Appointing designated officer for providing data and information under RTI Act (Percentages of responses)



The Right to Information Act of 2009 and subsequently endorsed in the Upazila Act, made it mandatory to appoint an official designated for delivering information on demand. In the above chart it clearly shows that UNOs (92%), UZP Chair (54%), UZP Vice Chair (M) 64%, UZP Vice Chair (F) 59% and UP Chair (48%) replied affirmative in this question. The rest of the respondents either said 'No' or 'Do not know'. Interestingly 31% of the UZP Chair did not have any clue about designated officer as they replied do not know.

Table-18: Position of designated UZP officials for information dissemination under RTI Act

Designation of Information officer	UZP Chair		UNO		UZP Vice Chair (M)		UZP Vice Chair (F)		UP Chair	
	N	%	N	%	N	%	N	%	N	%
UNO	7	16	16	33	18	36	10	20	16	16
Upazila Secondary Education Officer	2	4	3	6					4	4
Upazila Social Welfare Officer	3	6	3	6	1	2	3	6	1	1
Upazila Youth Development Officer	1	2	1	2	0	0	2	4	13	13
Office Assistant cum Computer Operator	4	8	2	4	0	0	2	4	1	1
PIO	1	2	5	10	0	0	2	4	2	2
Upazila Statistical Officer	0	0	0	0	0	0	2	4	0	0
CA to UNO	4	8	1	2	0	0	0	0	0	0
ICT Officer	0	0	0	0	0	0	2	4	6	6
Don't know	26	54	17	35	31	62	27	54	56	57
Total	48	100	48	100	50	100	50	100	99	100

The UZP stakeholders were also asked if they can name the designated officer responsible for dissemination of information to citizens. The above table shows how the respondents replied according to the category of the respondents.

During FGDs with NBD officials, they were asked to name the designated information dissemination officer in their respective UZPs. The responses per UZP are shown in the following table.

Table-19: Status of Upazila Parishad designated information disseminating officer

Designated information disseminating officer	No. of Upazila
They do not know about the designated information disseminating officer	27
UNO is the designated information disseminating officer	9
None among the participants has any idea about the designated information disseminating officer in the Upazila	5
Social Services Officer is the designated information disseminating officer	5
Upazila secondary education officer has been designated as information disseminating officer of the Upazila. However, all departmental officials are not aware of this	2
At present this is done by Upazila Academic Supervisor has been designated as information disseminating officer of the Upazila	1
Confidential Assistant (CA) of UNO has been designated as information disseminating officer of the Upazila	1
PIO is the designated information disseminating officer	1
Assistant rural development officer is the designated information disseminating officer	1
Assistant programmer of UNO Office	1

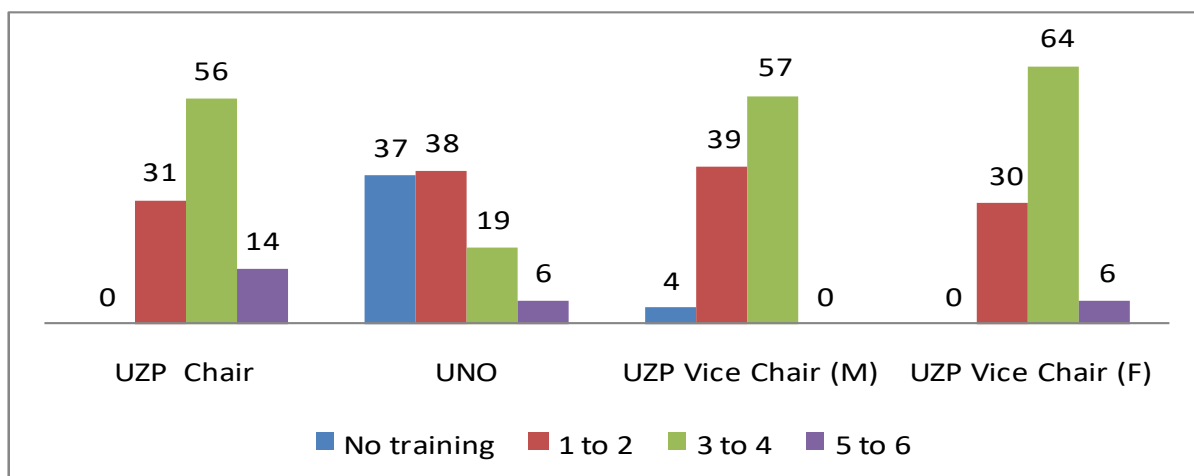
2.8 Training and related issues

Training is important issues that are discussed over and over in the UZPs. Capacity building of the UZP is a continuous process and the government has been organizing different training programs for both the elected and appointed officials of the UZPs.

2.8.1 Training Received by UZP Stakeholders

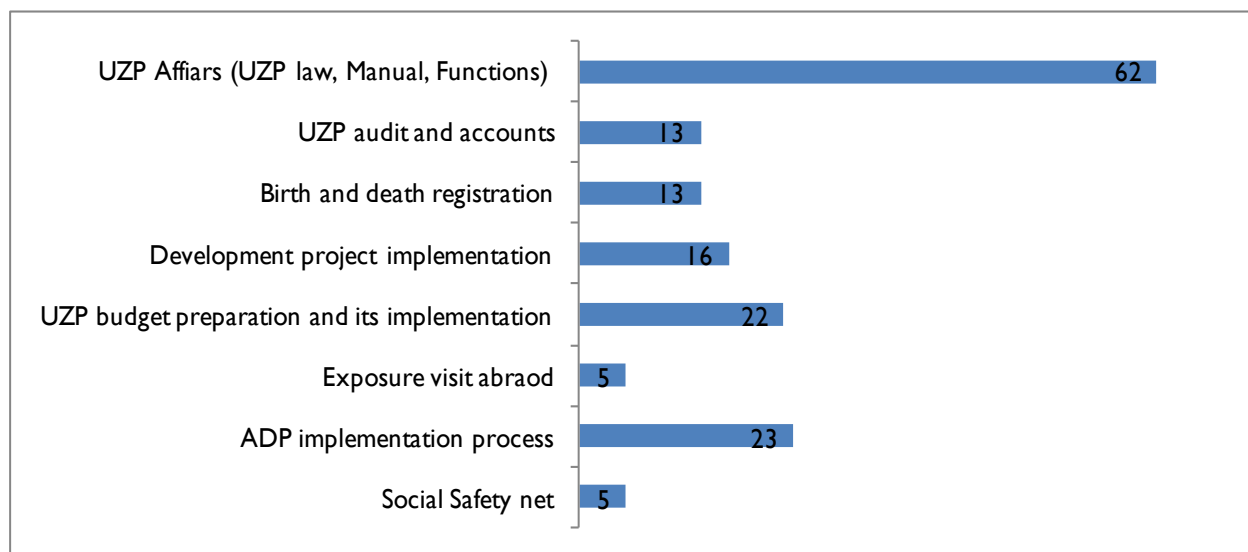
The UZP stakeholders were asked to recall what training programs they had attended after becoming stakeholders in the UZP. In the following charts the responses were shown by respondents. From the data it reveals that the UZP Vice Chairs (F) had attended more training program than their male counterparts and even more than the UZP chairs and UNOs. However most of the UZP stakeholders had so far received 3-4 trainings. In terms of number of training received, UZP Chairs were leading the race with 14% of them received 5-6 training since inception in the office.

Chart-35: Status of training received by UZP stakeholders on UZP affairs (percentages of responses)



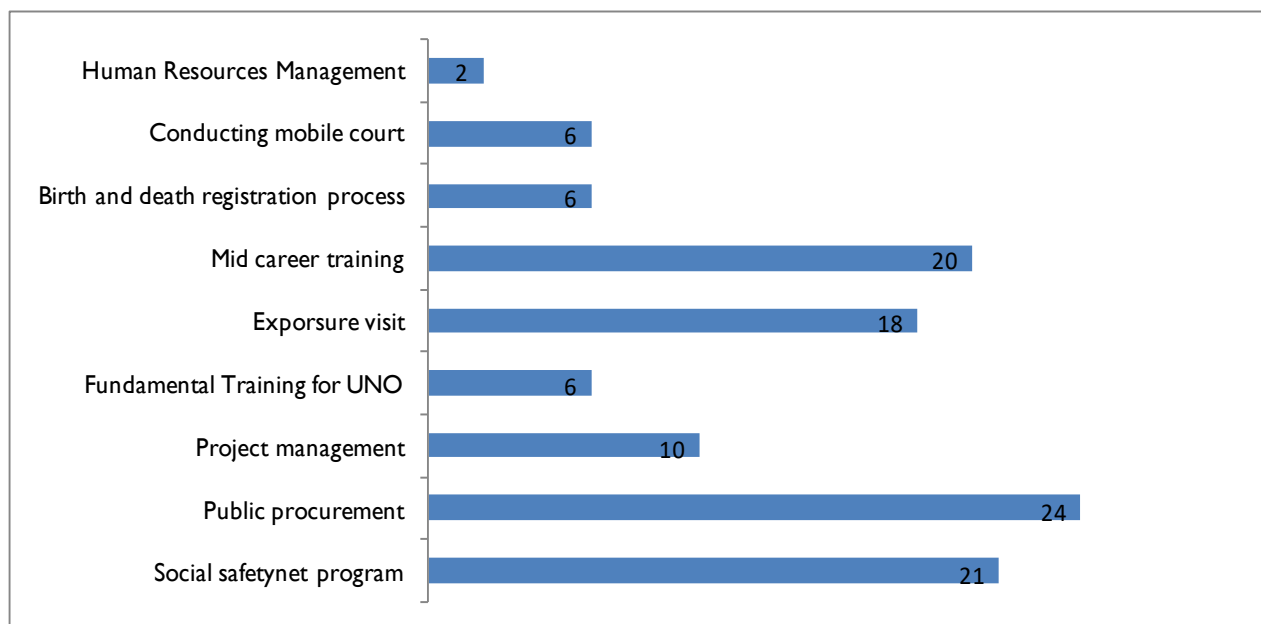
From the data it reveals that 62% of the UZP Chairs received training on the UZP affairs (including UPZ law, Manual and functions) through different training institutions. Though most of the UPZ Chairs received this training they could hardly practice those learning as there was no refresher courses followed. As they were politically involved, they used to be too busy with various matters and refresher training might help them understand and practice things better.

Chart-36: Training received by UZP Chair (percentages of responses)



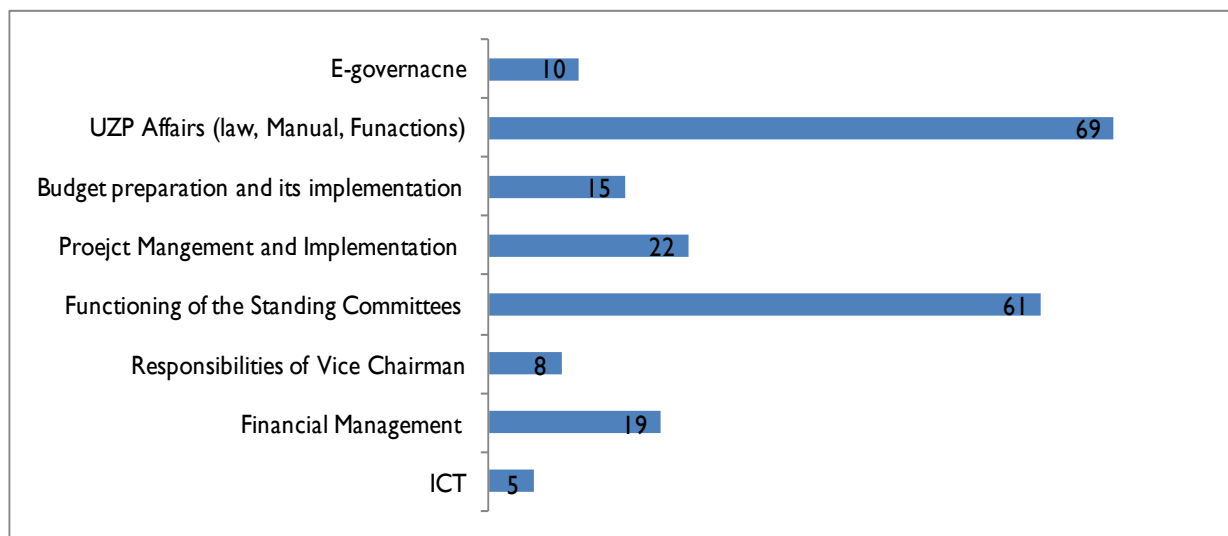
The above chart shows the percentage of UZP Chair attended different training programs. It seems UZP Chair received a lot of training on UZP affairs (62%), Annual Development Plan (ADP) implementation (23%) and UZP budget preparation and implementation (22%) etc. All the training programs were related to functioning of the UZP.

Chart-37: Training received by UNO (percentages of responses)



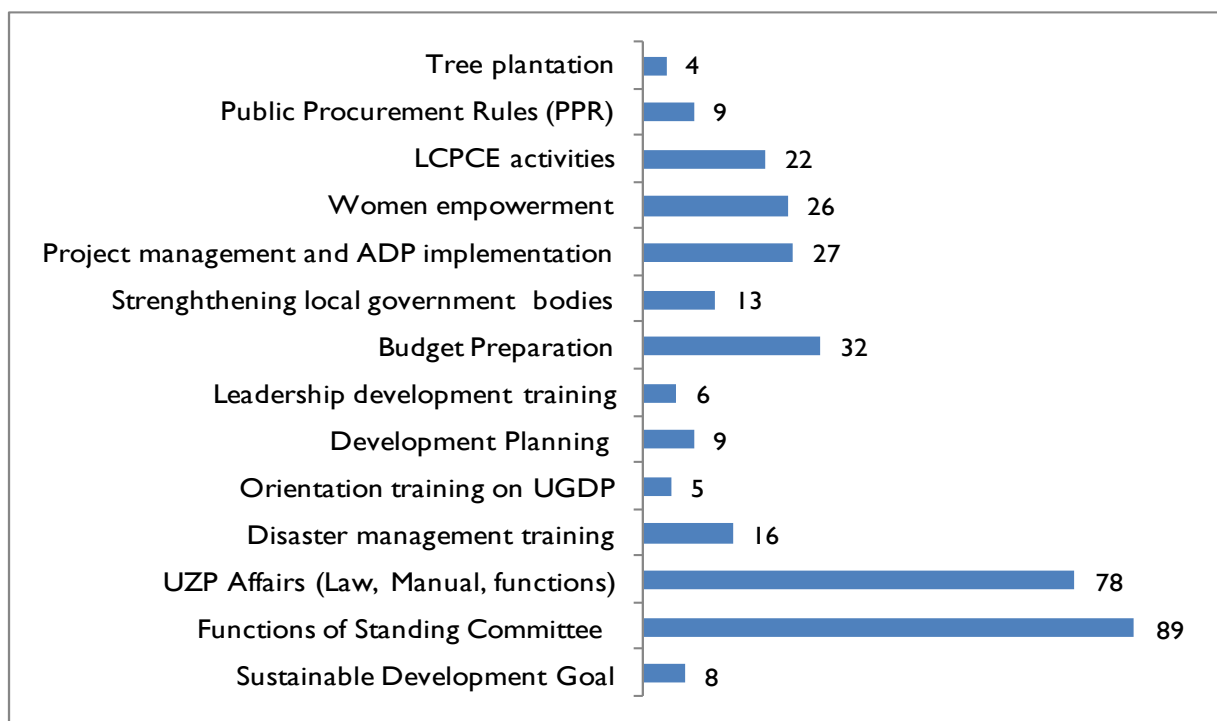
UNOs had received a lot of training from different sources. Of them highest percentage of UNOs received training on Public procurement (24%). Among other training programs they mentioned include social safety net programs (21%), mid-career training (20%), exposure visit (18%) project management (10%) were notable.

Chart-38: Training received by UZP Vice Chair (M) (percentages of responses)



The above chart shows the training programs attended by UZP vice Chair (M) where it reveals that 69% of them received training on UZP affairs. 61% received training on functioning of the SCs, followed by project management and implementation (22%), budget preparation and implementation (15%), financial management (19%) etc.

Chart-39: Training received by UZP Vice Chair (F) (percentages of responses)

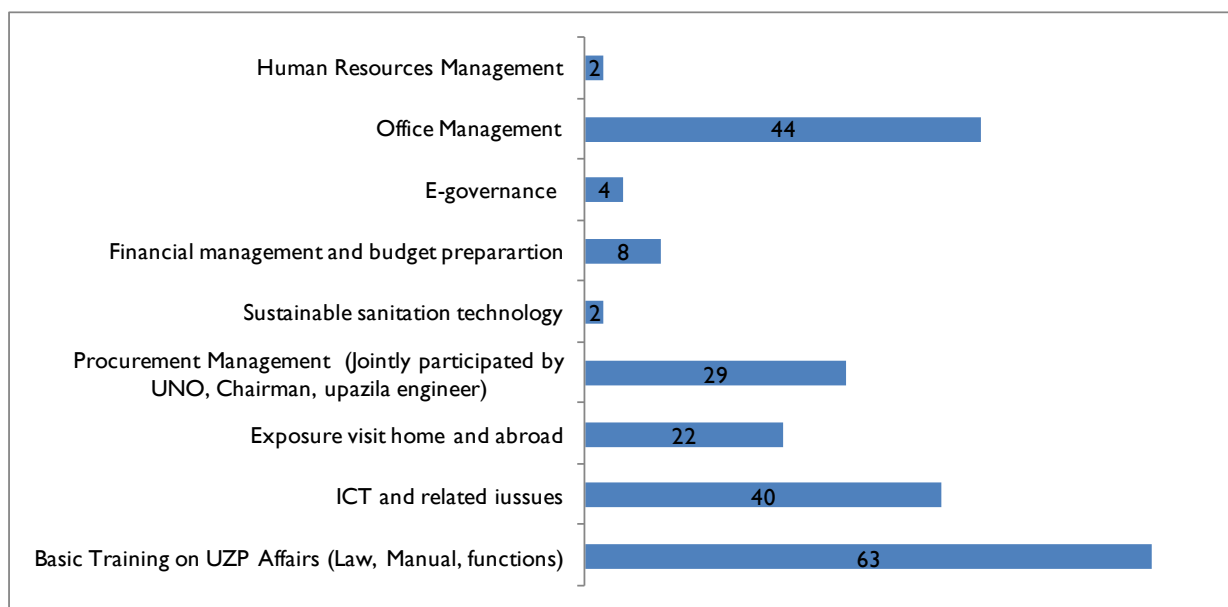


Among the UZP stakeholders UZP Vice Chair (F) received more training than others. They received training on functions of SCs (89%), UZP Affairs (78%), women empowerment (26%), and budget preparation (32%) and so on. It seems that government had real intent to make them as better elected representatives to serve the citizen.

2.8.2 Willingness by UZP Stakeholders to receive training

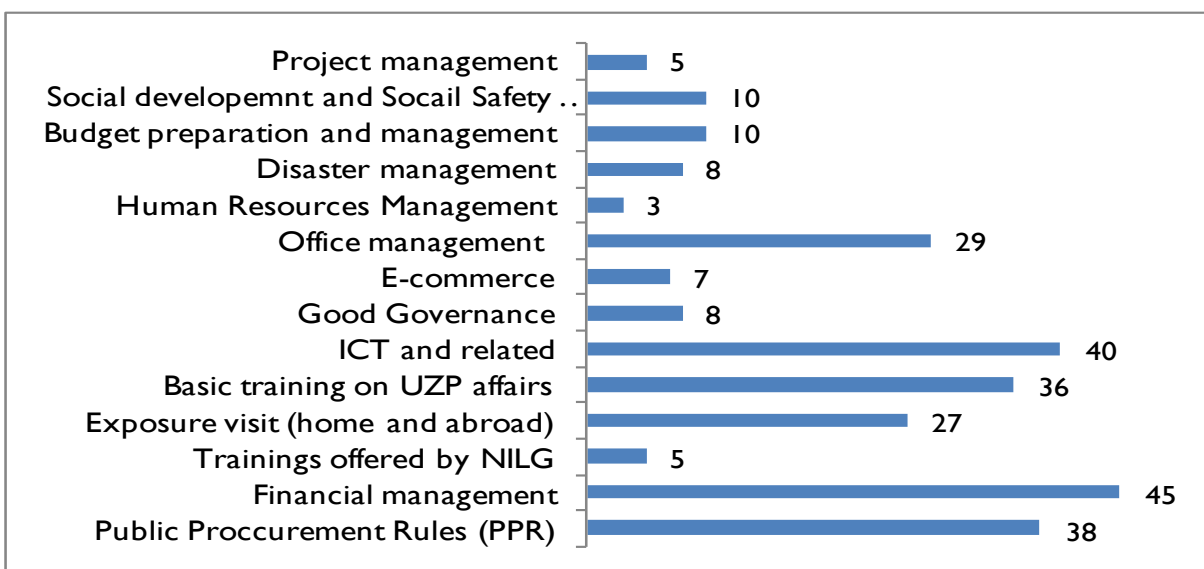
Training needs were found to be relatively high among the respondents of the survey. All the respondents irrespective of their affiliation to UZPs, it symbolized there was huge need for capacity building effort on many counts, it is interesting to be mentioned that exposure visit was one of the agenda for all. However the subject matter of the trainings the respondents mentioned mean that they were serious about changing the existing situation prevailing in the UZPs. The following tables show the types of training to be received by the respondents.

Chart-40: Training wished to be received by UZP Chairs (percentages of responses)



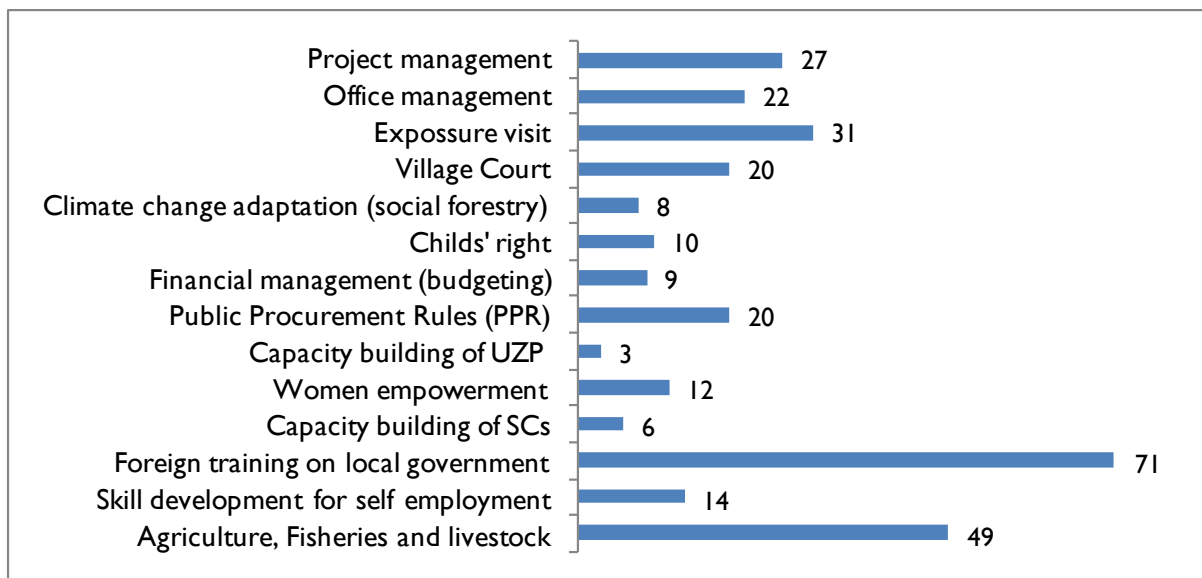
The basic training on UZP affairs had been high on agenda that 63% of the UZP Chair is willing to receive. Office management (44%) and ICT and related issues (40%) were among the high demand training courses. The most interesting feature was that UZP Chairs wanted training on procurement management (29%) which should be jointly participated by the UZP Chair, UNO and Upazila engineer.

Chart-41: Training wished to be received by UNOs (percentages of responses)



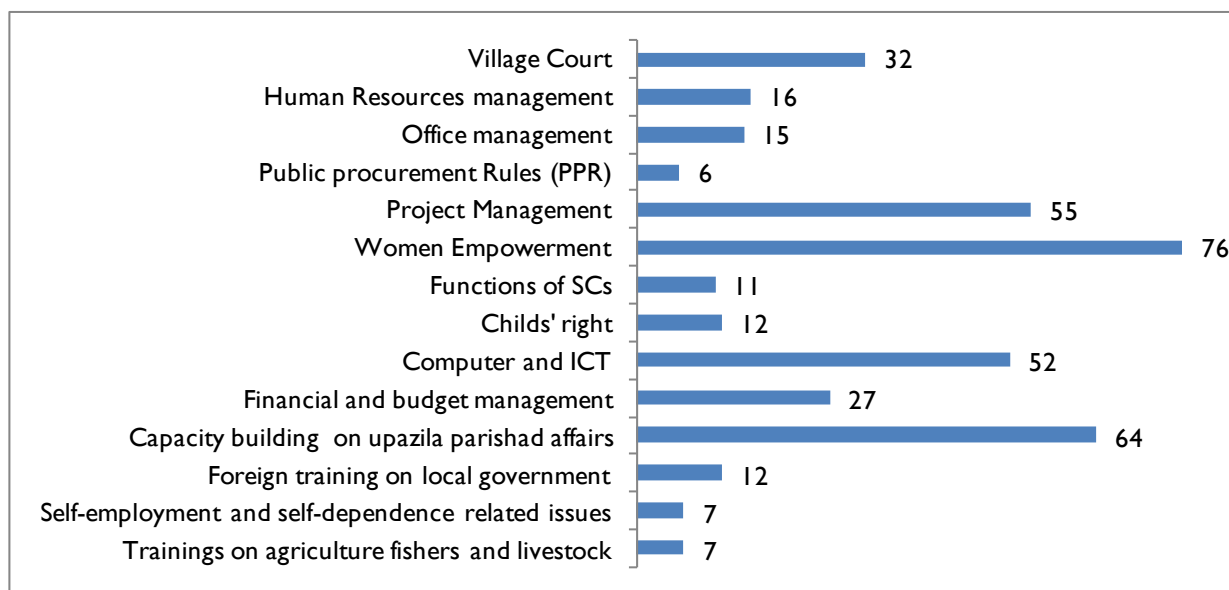
UNOs in the survey areas asked for a number of trainings including financial management (45%), ICT and related issues (40%), Public Procurement Rules (38%), Basic training on UZP affairs (36%), office management, and exposure visit (27%) etc.

Chart-42: Training wished to be received by UZP Vice Chair (M) (percentages of responses)



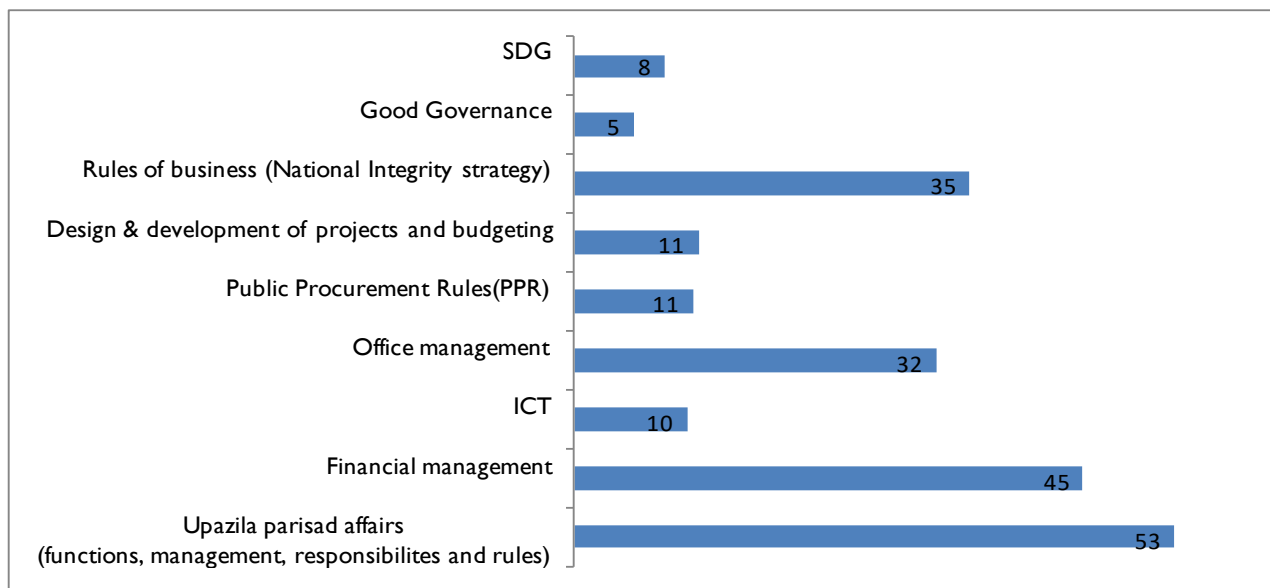
Among the UZP Vice Chair (M) foreign training on local government strengthening (71%) was high on agenda, followed by agriculture, fisheries and livestock (49%), Exposure visit (31%), project management (27%), office management (22%) village court (20%), PPR (20%) etc.

Chart-43: Training wished to be received by UZP Vice Chair (F) (percentages of responses)



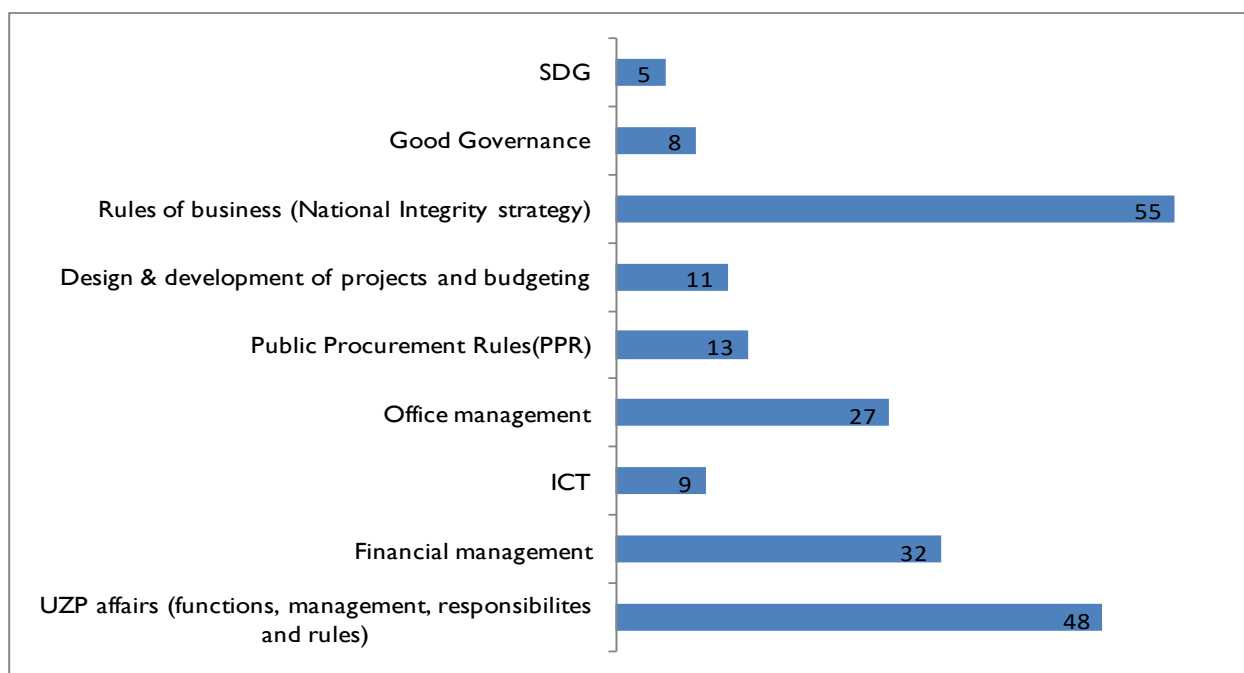
Among the UZP Vice Chair (F) as representatives of women wanted training on women empowerment (76%). However, they also wanted training on capacity building of UZP (64%), project management (55%), computer and ICT (52%), village court (32%) etc.

Chart-44: DDLG's training suggestions for elected representatives (percentages of responses)



DDLG as supervisor of the UZPs suggested the following training program for the elected representatives of the UZPs which included training on UZP affairs (53%), financial management (45%), national integrity strategy (35%), office management (32%) etc.

Chart-45: DDLG's training suggestions for Officials of UZP (percentages of responses)



DDLGs also suggested training programs for UZP officials among which training on national integrity strategy (55%) was high on agenda. Among others included UZP affairs (48%), financial management (32%), office management (27%), PPR (13%) etc.

During FGDs, NBD officials were also asked to name training programs they wished to receive. The following table represents the list of training program came out of the FGD with NBD officials.

Table-20: Training wished to be received by UZP level Officials (numbers)

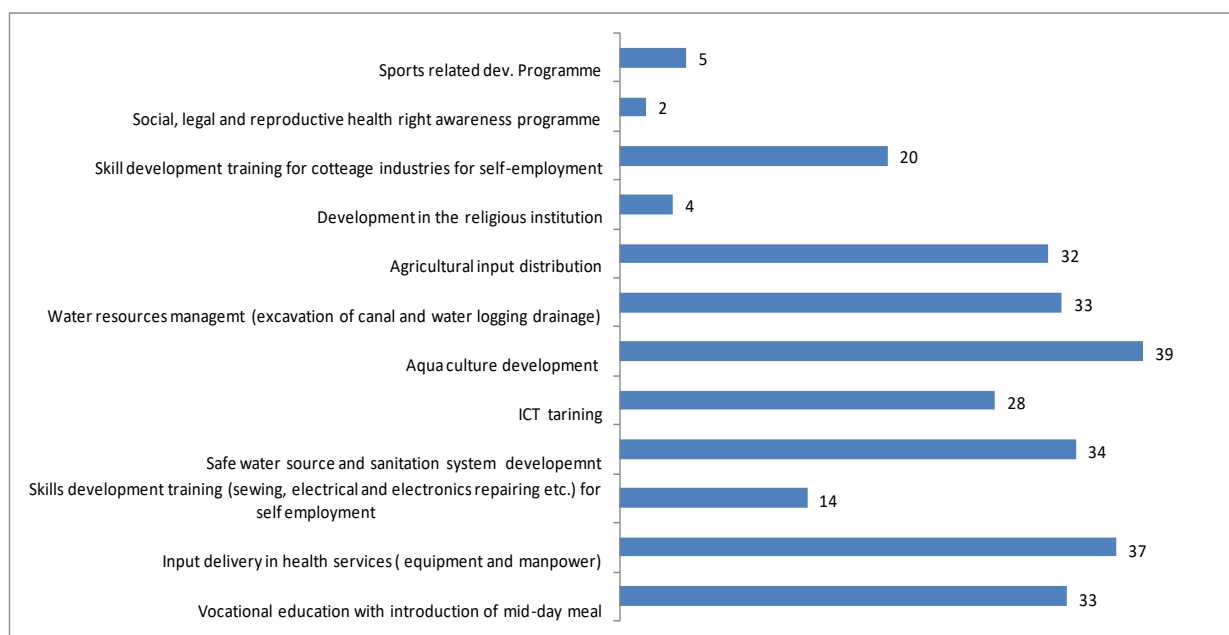
Training wished to receive by UZP level Officials	No. of responses
ICT training	25
Office management	16
Financial management	12
On relevant law of UZP and its management	24
E-Governance training (E-mailing and E-filing, E-GP)	26
Training on Sustainable Development Goals	7
Conducting Standing Committee meetings	8
Training on PPR/PPP	4

During FGDs NBD officials were asked to name the training programs they wished to receive so that they could better perform and help citizens the best way possible. In 51 FGDs more than 400 NBD officials attended. The responses were calculated the number of times the specific training was named in the FGDs, i.e. ICT training came 25 FGDs and so on.

2.9 Suggested non-infrastructure project by UZP stakeholders

In the following section, a number of tables are presented with percentage on non-infrastructure project suggested by each of the respondent categories.

Chart-46: Non-infrastructure Projects Suggested by UZP Chairs (percentages of responses)



A lot of suggestions forwarded by UZP Chair thought necessary for the development of their respective UZPs. They covered almost all sectors from agriculture to health, vocational training for youth, small and cottage industries etc.

Table-21: Non-infrastructure Projects Suggested by UNOs

	Number	%
For development of educational institutions through ensuring sanitation, safe water supply	24	48
Child rights	11	23
Water bodies management	4	8
Skill development of physically challenged people on modern trade for self-employment	6	12
Computer and ICT sector	14	28
Input delivery in Health services for services improvement	6	12
Relating to Upazila Parishad	1	2
Development of human resource	5	10
Skills development in Agriculture sector(Fisheries, Poultry and livestock)	10	20
Don't know	1	2

Table-22: Potential Projects suggested by UZP Vice Chair (M)

	No	%
Input delivery in Health services for services improvement	8	16
Skills development on modern trade for self-employment and credit access	38	75
Agriculture development (fisheries, poultry and livestock)	28	56
Water bodies management	14	28
Computer and ICT skills development	27	54
Skill development training for cottage industries for self-employment	13	25
Social, legal and reproductive health right awareness program	27	54

UZP Vice Chairs in the survey areas suggested that they needed projects on skill development for youth (75%), Computer and ICT (53%), awareness program on social, legal and reproductive health (53%), agricultural development (52%), water bodies management etc.

Table-23: Potential Projects suggested by UZP Vice Chair (F)

	Number	%
Input (cycle, food etc.) delivery to school students	6	12
Agriculture development (fisheries, poultry and live stock)	19	37
Computer and ICT skills development	12	24
Skills development on modern self employment and credit facility	31	61
Water bodies management	6	12
Training on awareness building about health and sanitation	6	12
Child rights	9	18
Women rights	10	20
No answer	2	4

UZP Vice Chair (F) in the survey areas suggested skill development for self-employment programs (61%), agricultural development (37%), women right enforcement (20%), inputs delivery including by-cycle and food (12%) etc. for female students.

2.10 Communication among Stakeholders

The UZP stakeholders used to maintain close communication with other stakeholders within the UZP and beyond including the Zila Parishad Chair, Deputy Commissioner (DC) and Deputy Director- Local Government (DDLG) based in the district headquarters. In the following tables communication of (i) UZP Chair with other stakeholders, (ii) UNOs communication with other stakeholders, (iii) UZP Vice Chairs (M) communication with other stakeholders, (iv) UZP Vice Chairs (F) communication with other stakeholders and (v) UP Chairs communication with other stakeholders are presented sequentially.

Table-24: UZP Chair's Communication with other stakeholders (percentages of responses)

Co-worker	Regular meeting (monthly)				Other than regular meeting (monthly)				Electronic communication (Monthly)			
	once a month	twice a month	more than two times	No comm. at all	once a month	twice a month	more than two times	No comm. at all	once a month	twice a month	more than two times	No comm. at all
UZP Vice chair (M)	4	60	36	-	17	54	29	-	6	2	92	-
UZP Vice chair (F)	2	64	34	-	17	50	33	-	4	6	90	-
UNO	4	58	38	-	10	31	59	-	8	33	59	-
Upazila Engineer	8	60	32	-	33	40	27	-	10	27	63	-
Agriculture officer	27	46	27	-	50	37	13	-	35	31	34	-
Health officer	29	40	31	-	54	17	29	-	21	25	54	-
Primary Education officer	4	27	67	2	54	10	36	2	23	13	62	2
Secondary education officer	0	0	0	-	50	18	32	-	27	15	58	-
Zila Parishad Chair	60	40	0	4	83	8	9	4	58	13	25	4
DC	77	19	0	4	48	29	23	4	20	25	41	4
DLG	82	14	0	4	85	6	9	4	71	10	15	4
DDLG	87	9	0	4	77	15	8	4	63	23	10	4

Table-25: UNO's Communication with other stakeholders (percentages of responses)

Co-worker	Regular meeting (monthly)				Other than regular meeting (monthly)				Electronic communication (Monthly)			
	once a month	twice a month	more than two times	No comm. at all	once a month	twice a month	more than two times	No comm. at all	once a month	twice a month	more than two times	No comm. at all
UZP Chair	0	56	40	4	8	38	50	4	15	33	48	4
UZP Vice chair (M)	4	56	36	4	21	35	40	4	2	6	88	4
UZP Vice chair (F)	2	56	38	4	23	27	46	4	0	8	88	4
Upazila Engineer	13	50	31	6	15	35	44	6	0	4	90	6
Agriculture officer	23	40	31	6	29	33	32	6	4	15	75	6
Health officer	25	42	27	6	46	42	6	6	6	25	63	6
Primary Education officer	17	42	35	6	15	42	37	6	4	15	75	6
BRDB officer	29	40	25	6	48	17	29	6	29	17	48	6
Zila Parishad Chair	4	15	75	6	8	31	55	6	4	17	73	6
DC	29	38	33	0	38	25	37	0	8	29	63	0
NGO	71	4	25	0	69	6	25	0	58	6	36	0
DDLG	4	38	58	0	60	15	25	0	13	25	62	0

Table-26: Vice Chair's (M) Communication with other stakeholders (percentages of responses)

Co-worker	Regular meeting (monthly)				Other than regular meeting (monthly)				Electronic communication (Monthly)			
	once a month	twice a month	more than two times	No comm. at all	once a month	twice a month	more than two times	No comm. at all	once a month	twice a month	more than two times	No comm. at all
UZP Chair	16	54	26	4	34	22	26	8	12	6	74	8
UZP Vice Chair (F)	14	50	32	4	34	20	38	8	6	8	78	8
UNO	14	52	30	4	34	22	36	8	10	2	80	8
Upazila Engineer	26	48	22	4	40	28	24	8	16	8	68	8
Agriculture officer	30	44	20	6	50	22	20	8	24	14	58	8
Health officer	34	46	12	8	58	20	14	8	30	20	42	8
Primary Education officer	36	38	18	8	54	16	22	8	34	16	42	8
Secondary education officer	34	38	20	8	50	24	18	8	26	28	38	8
Zila Parishad Chair	90	2	0	8	90	2	0	6	86	4	0	10
DC	90	2	0	8	92	2	0	6	84	4	0	12
DDLG	92	0	0	8	92	2	0	6	80	8	0	12

Table-27: UZP Vice Chair's (F) Communication with other stakeholders (percentages of responses)

Co-worker	Regular meeting (monthly)				Other than regular meeting (monthly)				Electronic communication (Monthly)			
	once a month	twice a month	more than two times	No comm. at all	once a month	twice a month	more than two times	No comm. at all	once a month	twice a month	more than two times	No comm. at all
UZP Chair	6	59	29	6	37	20	37	6	13	6	69	12
UZP Vice Chair (M)	10	51	33	6	35	20	39	6	8	14	66	12
UNO	8	55	25	6	27	28	39	6	10	2	74	14
Upazila Engineer	20	45	29	6	41	18	35	6	14	14	58	14
Agriculture officer	30	37	27	6	59	10	33	8	20	22	44	14
Health officer	35	33	28	6	59	12	21	8	24	20	42	14
Primary Education officer	29	31	34	6	55	14	23	8	27	12	45	16
Secondary education officer	41	39	14	6	57	18	9	8	32	16	32	20
Zila Parishad Chair	85	2	5	8	86	2	2	10	73	2	5	20
DC	78	4	8	10	85	4	1	10	69	10	3	18
DDLG	86	2	6	6	90	2	0	8	76	6	0	18

Table-28: UP Chairs Communication with other stakeholders (percentages of responses)

Co-worker	Regular meeting (monthly)				Other than regular meeting (monthly)				Electronic communication (Monthly)			
	once a month	twice a month	more than two times	No comm.at all	once a month	twice a month	more than two times	No comm.at all	once a month	twice a month	more than two times	No comm.at all
UZP Chair	18	39	9	34	29	21	13	37	15	2	47	36
UZP Vice chair (M)	24	37	4	35	33	21	8	37	17	9	38	36
UZP Vice Chair (F)	24	35	4	37	31	23	8	37	16	14	34	36
UNO	17	42	4	37	25	22	14	39	13	5	46	36
Upazila Engineer	30	27	6	37	43	14	4	39	24	5	33	38
Agriculture officer	37	20	6	37	51	10	1	38	29	9	26	36
Health officer	43	14	6	37	53	8	1	38	23	14	27	36
Primary Education officer	42	15	6	37	52	9	1	38	29	18	17	36
Secondary education officer	44	16	3	37	56	5	1	38	31	19	14	36
Zila Parishad Chair	61	2	0	37	62	1	0	37	57	5	1	37
DC	63	0	0	37	63	0	0	37	55	6	2	37
DDLG	63	0	0	37	63	0	0	37	50	9	3	38

2.11 Observations

2.11.1 The Mental Divide

The mental divide among the UZP stakeholders are ever present. In different section in the earlier analysis it came over and over. It is typical bureaucracy-political element discourse in the developing countries. A common complaint from the elected representatives was curtailment of power and authority of the elected representatives. The statement of a UP Chair in Nalitabari, Sherpur described the exasperating situation of the Upazila Parishad. The gentleman happened to be a UZP Vice-Chair in the earlier council. He described the hapless situations of UZP elected representatives this way -

If the UZP Chair did not have the car from government people won't have care him even like a UP councilor because he got nothing to do for the people. Basically having a car symbolized someone as UZP Chair not his authority to do anything significant. Understanding this situation I had decided against fighting to retain my position for the next term as UZP Vice Chair. Blaming the elected representative had always been easy but in reality all authorities were given to UNOs.

Replying a question one of the DDLG mentioned,

*There was hardly any conflict between the elected representative of the UZP and the administration. The elected representatives were used to blame the administration for hindering the development process terming it as **bureaucratic bottlenecks**. According to him these were just political rhetoric. Once he asked to explain this term to a UP chair in a friendly chat. The UZP chair replied that as a political element we had to say many things before people, and requested not to take those seriously.*

2.11.2 Politically divided Councils

Politically divided councils in the UZP were found to be one of the biggest challenges in smooth functioning of the same. The worst scenario is when the Chair is from an opposition party. Nothing but the prevailing political culture is to blame. One of the features of the political culture is to consider political opponents as enemies.

The biggest challenge of the UZPs to be functional is prevailing political context in the country. It was not a space to discuss about the way the last UZP election conducted, but it laid down a long lasting impact in its functioning. In a razor-sharp politically divided society, a UZP council with politically divided leadership would never going to work. The pro-government leaders (belong to ruling party or ruling alliance) holding either a chairman or vice-chairman position usually enjoys much more power and privileges from the UZP. The scenario is just opposite for the elected leaders at UZP if they belong to opposition parties. They are usually bypassed in making decisions at the auspices of the Advisor of the UZP (MP), who happened to be the Member of Parliament by law.

2.11.3 Standing Committees

The very formation of standing committees was not well thought of. The NBDs had reservation of receiving instructions from the UZP Vice-chair to call standing committee meetings. On the other hand the UZP vice chairs once become the President of the Standing Committee started thinking like s/he became the custodian of those offices in the UZP which was not the case in reality.

CHAPTER: 3 STATUS OF INFRASTRUCTURE DEVELOPMENT OF SAMPLE UPAZILAS

As part of the baseline survey data collection, basic infrastructure data were collected of the sample UZPs through a pre-designed format. From this data a clear picture of the UZP facilities available and needs to be done to meet the expectation of the citizens can be ascertained. In the following pages status of six indicators has been shown in the twenty four tables covering 51 Upazilas:

- Rural Roads and Drainage
- Educational Facilities
- Health/Medical Facilities
- Agricultural Facilities
- Water Supply and Sanitation Facilities and Equipment
- Disaster Prevention

3.1 (a) Infrastructure(Roads & Drainage): Length of rural roads with bituminous surface

Sl. No.	Division	District	Upazila	1. Rural Roads and Drainage			
				Length of rural roads with bituminous surface			
				Upazila road (In Kilometer)	Union road (In Kilometer)	Village road (In Kilometer)	TOTAL (In Kilometer)
1	BARISAL	BARGUNA	AMTALI	61.48	95.51	57.68	215.3
2		PATUAKHALI	GALACHIPA	78.27	53.27	47.45	178.99
3		BARISAL	BAKERGANJ	87	70	63	220
4		PIROJPUR	KAWKHALI	17.69	1.9	17.4	36.99
5		JHALAKATHI	RAZAPUR	60.08	24.81	77.11	162
6		BHOLA	TAZUMUDDIN	36.86	11.3	17.37	65.53
7	CHITTAGONG	LAKSHMIPUR	KAMALNAGAR	16.1	18.65	14.353	49.103
8		NOAKHALI	COMPANIGANJ	65.68	41.04	87.5	194.18
9		CHANDPUR	UTTAR MATLAB	66.88	112.39	82.88	262.15
10		COMILLA	BURICHONG				
11		FENI	PORSHURAM	25.94	61.34	104.8	192.08
12		CHITTAGONG	CHANDANAISH	54.68	53.51	356.04	464.23
13		BANDARBAN	BANDARBAN SADAR	35.11	26.04	109.04	170.19
14		RANGAMATI	LANGADU	13	18	17.3	84.3
15		KHAGRACHARI	RAMGARH				
16		BRAHMANBARIA	SARAIL	20.9	21.68	45.03	87.61
17	SYLHET	HABIGANJ	AZMIRIGANJ	44.93	28.26	202.2	275.39
18		SYLHET	FENCHUGANJ	43.68	46	176	264.68
19		MOULVIBAZAR	MOULVIBAZAR SADAR	121.61	42.59	480.94	645.14
20		SUNAMGANJ	BISWAMVARPUR	14.97	10.34	37.66	62.97
21	KHULNA	KHULNA	RUPSA	46	19	82	148
22		SATKHIRA	ASSASUNI	92.83	24.93	29.39	147.15
23		JESSORE	SHARSHA	105.6	56.5	892	1054.1
24		NARAIL	KALIA	95.05	25.45	54.16	174.66
25		MEHERPUR	MEHERPUR SADAR	70.63	47.29	849.75	967.67
26		KUSHTIA	KUMARKHALI	107	70	170	347
27		MAGURA	SREEPUR	20.2	40.25	50.2	110.65

Sl. No.	Division	District	Upazila	1. Rural Roads and Drainage			
				Length of rural roads with bituminous surface			
				Upazila road (In Kilometer)	Union road (In Kilometer)	Village road (In Kilometer)	TOTAL (In Kilometer)
28	MYMENSINGH	MYMENSINGH	GAURIPUR	122.65	61.81	95.57	280.03
29		JAMALPUR	MELENDHAH	85.21	65.86	114.62	265.69
30		SHERPUR	NALITABARI	104.59	30.22	34	168.81
31	RANGPUR	PANCHAGARH	ATWARI	97	70	125	292
32		LALMONIRHAT	ADITMARI	57.98	41.69	6.64	1117.85
33		KURIGRAM	PHULBARI	43.68	46	176	264.68
34		RANGPUR	PIRGACHA	79.3	50.72	47.33	177.35
35		GAIBANDHA	SADULLAPUR	79.56	8.42	29.9	121.29
36	DHAKA	FARIDPUR	ALFADANGA	48.41	17.65	115.4	181.46
37		GOPALGANJ	KASIANI	100.26	60.98	1029.02	1190.26
38		MADARIPUR	SHIBCHAR	84.99	53.69	34.3	172.98
39		MUNSHIGANJ	TONGIBARI	54.16	42.54	19.74	116.44
40		NARAYANGANJ	RUPGANJ	99.71	53.76	676.28	829.75
41		NARSINGDI	RAIPURA	79.81	67.46	68.52	215.79
42		KISHOREGANJ	PAKUNDIA	32.85	48.78	29.07	110.7
43		GAZIPUR	SREEPUR	165	75	120	360
44		TANGAIL	DELDUAR	48.853	20.21	29.092	98.155
45		RAJSHAHI	SIRAJGANJ	BELKUCHI	51.75	37.01	52.93
46	C. NAWABGANJ		BHOLAHAT	23.83	25.71	46.03	95.57
47	NAOGAON		PATNITALA	80.34	75.35	60.66	216.35
48	JOYPURHAT		JOYPURHAT SADAR	60	24.5	56	140.5
49	NATORE		GURUDASPUR	74.05	37.41	51.57	163.03
50	RAJSHAHI		BAGHA	65.14	56.09	85.33	206.56
51	PABNA		BERA	62.89	34	68	168.89

3.1 (b) Infrastructure (Roads and Drainage) : Length of rural roads that are upgraded to bituminous surface in 2016/17

Sl. No.	Division	District	Upazila	1. Rural Roads and Drainage			
				Length of rural roads that are upgraded to bituminous surface standard in 2016/17			
				Upazila road (In Kilometer)	Union road (In Kilometer)	Village road (In Kilometer)	TOTAL (In Kilometer)
1	BARISAL	BARGUNA	AMTALI	4.24	6	4.5	14.74
2		PATUAKHALI	GALACHIPA	6.05	11.03	26.09	44.07
3		BARISAL	BAKERGANJ	1	10	8	19
4		PIROJPUR	KAWKHALI	N/A	N/A	1.3	1.3
5		JHALAKATHI	RAZAPUR	N/A	2	6.68	8.68
6		BHOLA	TAZUMUDDIN	N/A	N/A	3	3
7	CHITTAGONG	LAKSHMIPUR	KAMALNAGAR	N/A	N/A	3	3
8		NOAKHALI	COMPANIGANJ	N/A	5	9.1	14.1
9		CHANDPUR	UTTAR MATLAB	2.35	7.38	12	21.73
10		COMILLA	BURICHONG				
11		FENI	PORSHURAM	N/A	N/A	4	4
12		CHITTAGONG	CHANDANAISH	5.36	3.04	30.92	39.32
13		BANDARBAN	BANDARBAN SADAR	3	N/A	N/A	3
14		RANGAMATI	LANGADU	3	N/A	N/A	3
15		KHAGRACHARI	RAMGARH				
16		BRAHMANBARIA	SARAIL	N/A	N/A	15	15
17	SYLHET	HABIGANJ	AZMIRIGANJ	6.15	4	11	21.15
18		SYLHET	FENCHUGANJ	2.3	8.83	10.7	21.83
19		MOULVIBAZAR	MOULVIBAZAR SADAR	N/A	N/A	3.95	3.95
20		SUNAMGANJ	BISWAMVARPUR	13.5	N/A	2.68	16.18
21	KHULNA	KHULNA	RUPSA				
22		SATKHIRA	ASSASUNI	1.296	N/A	1	2.296
23		JESSORE	SHARSHA	2.7	4	10	16.7
24		NARAIL	KALIA	N/A	8	13	21
25		MEHERPUR	MEHERPUR SADAR	1.02	0.835	28.048	29.903
26		KUSHTIA	KUMARKHALI	N/A	3	40	43
27		MAGURA	SREEPUR	1	5.3	8.1	14.4

Sl. No.	Division	District	Upazila	1. Rural Roads and Drainage			
				Length of rural roads that are upgraded to bituminous surface standard in 2016/17			
				Upazila road (In Kilometer)	Union road (In Kilometer)	Village road (In Kilometer)	TOTAL (In Kilometer)
28	MYMENSINGH	MYMENSINGH	GAURIPUR	1	16.7	18	35.7
29		JAMALPUR	MELENDAAH	N/A	N/A	N/A	N/A
30		SHERPUR	NALITABARI	1	3.27	1	5.27
31	RANGPUR	PANCHAGARH	ATWARI	0.98	5.25	25	31.23
32		LALMONIRHAT	ADITMARI	0.41	3	6.55	9.96
33		KURIGRAM	PHULBARI	2.3	8.83	10.7	21.83
34		RANGPUR	PIRGACHA	2	7	5	14
35		GAIBANDHA	SADULLAPUR	4.44	3.01	7.55	15
36	DHAKA	FARIDPUR	ALFADANGA	N/A	N/A	N/A	34.01
37		GOPALGANJ	KASIANI	N/A	N/A	38.5	38.5
38		MADARIPUR	SHIBCHAR	6	25.75	11	42.75
39		MUNSHIGANJ	TONGIBARI	N/A	9	2.8	11.8
40		NARAYANGANJ	RUPGANJ	376.7	350.8	150	877.435
41		NARSINGDI	RAIPURA	N/A	3.877	13.76	17.637
42		KISHOREGANJ	PAKUNDIA	N/A	11	5	16
43		GAZIPUR	SREEPUR	9	15	20	44
44		TANGAIL	DELDUAR	7.353	1.6	12.702	21.655
45	RAJSHAHI	SIRAJGANJ	BELKUCHI	1.725	12.245	15.47	29.44
46		C. NAWABGANJ	BHOLAHAT	N/A	N/A	6.401	
47		NAOGAON	PATNITALA	7.811	8	7.45	23.261
48		JOYPURHAT	JOYPURHAT SADAR	10.5	4	20.5	35
49		NATORE	GURUDASPUR	N/A	1.971	6.88	8.851
50		RAJSHAHI	BAGHA	9.962	0.75	26.98	37.69
51		PABNA	BERA	2	11	10	23

3.1 (c) Infrastructure (Roads and Drainage): Length of roads that are rehabilitated in 2016/17

Sl. No.	Division	District	Upazila	1. Rural Roads and Drainage			
				Length of roads that are rehabilitated in 2016/17			
				Upazila road (In Kilometer)	Union road (In Kilometer)	Village road (In Kilometer)	TOTAL (In Kilometer)
1	BARISAL	BARGUNA	AMTALI	N/A	5.5	N/A	5.5
2		PATUAKHALI	GALACHIPA	7	3	3	13
3		BARISAL	BAKERGANJ	5.3	N/A	1.5	6.8
4		PIROJPUR	KAWKHALI	1.5	N/A	N/A	1.5
5		JHALAKATHI	RAZAPUR	8.5	11.5	5.23	25.23
6		BHOLA	TAZUMUDDIN	7	1	N/A	8
7	CHITTAGONG	LAKSHMIPUR	KAMALNAGAR	6.439	N/A	N/A	6.439
8		NOAKHALI	COMPANIGANJ	12.29	4.153	12.661	29.104
9		CHANDPUR	UTTAR MATLAB	18.85	26.25	0.49	45.59
10		COMILLA	BURICHONG				
11		FENI	PORSHURAM	N/A	3	9.5	12.5
12		CHITTAGONG	CHANDANAISH	13.005	1.798	0.75	15.553
13		BANDARBAN	BANDARBAN SADAR	N/A	3	N/A	3
14		RANGAMATI	LANGADU	9	8	2.3	19.3
15		KHAGRACHARI	RAMGARH				
16		BRAHMANBARIA	SARAIL	19	5	N/A	24
17	SYLHET	HABIGANJ	AZMIRIGANJ	1.5	N/A	N/A	1.5
18		SYLHET	FENCHUGANJ	9.83	N/A	N/A	9.83
19		MOULVIBAZAR	MOULVIBAZAR SADAR	23.3	10	8	41.3
20		SUNAMGANJ	BISWAMVARPUR	5.45	6.65	3.5	15.6
21	KHULNA	KHULNA	RUPSA				
22		SATKHIRA	ASSASUNI	8.279	0.65	2.19	11.19
23		JESSORE	SHARSHA	15	8	10.2	33.02
24		NARAIL	KALIA	14.469	N/A	N/A	14.469
25		MEHERPUR	MEHERPUR SADAR	10.053	5.875	6.085	22.013
26		KUSHTIA	KUMARKHALI	20	9	10	39
27		MAGURA	SREEPUR	24	10.28	5.1	39.38

Sl. No.	Division	District	Upazila	1. Rural Roads and Drainage			
				Length of roads that are rehabilitated in 2016/17			
				Upazila road (In Kilometer)	Union road (In Kilometer)	Village road (In Kilometer)	TOTAL (In Kilometer)
28	MYMENSINGH	MYMENSINGH	GAURIPUR	15.66	0.5	N/A	16.16
29		JAMALPUR	MELENDHAH	N/A	0.9	N/A	0.9
30		SHERPUR	NALITABARI	5.5	2.55	N/A	8.05
31	RANGPUR	PANCHAGARH	ATWARI	10	7.25	12	29.25
32		LALMONIRHAT	ADITMARI	9.1	9.847	N/A	18.945
33		KURIGRAM	PHULBARI	9.83	N/A	N/A	9.83
34		RANGPUR	PIRGACHA	23	15	2	40
35		GAIBANDHA	SADULLAPUR	11.3	N/A	N/A	11.3
36	DHAKA	FARIDPUR	ALFADANGA	N/A	N/A	N/A	21.43
37		GOPALGANJ	KASIANI	20.48	9.625	19.456	49.56
38		MADARIPUR	SHIBCHAR	22.6	15.5	10	48.1
39		MUNSHIGANJ	TONGIBARI	6.4	4.85	1.5	12.75
40		NARAYANGANJ	RUPGANJ	9.9	4	3.32	17.22
41		NARSINGDI	RAIPURA	6.529	11.497	6.995	15.021
42		KISHOREGANJ	PAKUNDIA	11	6	N/A	17
43		GAZIPUR	SREEPUR	12	15	2	29
44		TANGAIL	DELDUAR	19.75	N/A	N/A	19.75
45	RAJSHAHI	SIRAJGANJ	BELKUCHI	N/A	11.65	4.792	16.442
46		C. NAWABGANJ	BHOLAHAT	2.641	2.345	3.275	8.261
47		NAOGAON	PATNITALA	7.795	10.79	4.225	22.81
48		JOYPURHAT	JOYPURHAT SADAR	10	5.55	6.45	22
49		NATORE	GURUDASPUR	5.297	N/A	N/A	5.297
50		RAJSHAHI	BAGHA	9.8	13.95	4.53	28.28
51		PABNA	BERA	13.5	3.5	N/A	16.5

3.1 (d) Infrastructure(Roads and Drainage): Length of bridges and number of culverts and Average traffic per day

Sl. No.	Division	District	Upazila	1. Rural Roads and Drainage					
				Length of bridges and number of culverts in Upazila		Average traffic per day (X vehicles/ day)			
				Bridge (In Kilometer)	Culvert (In Number)	Upazila road (In Number)	Union road (In Number)	Village road (In Number)	TOTAL (In Number)
1	BARISAL	BARGUNA	AMTALI	3.12	195	9800	1800	1450	13050
2		PATUAKHALI	GALACHIPA	0.80	91	3750	2000	2750	8500
3		BARISAL	BAKERGANJ	2.55	847	8000	6000	4000	18000
4		PIROJPUR	KAWKHALI	0.874	150	4200	1200	3100	8500
5		JHALAKATHI	RAZAPUR	8.328	1430	3500	2200	2700	8400
6		BHOLA	TAZUMUDDIN	1.39	299	900	750	450	2100
7	CHITTAGONG	LAKSHMIPUR	KAMALNAGAR	N/A	77	3200	2700	2500	8400
8		NOAKHALI	COMPANIGANJ	0.56	477	4500	3500	2000	10000
9		CHANDPUR	UTTAR MATLAB	1.5	626	10596	17444	6048	34088
10		COMILLA	BURICHONG						
11		FENI	PORSHURAM	0.3	250	300	500	800	1600
12		CHITTAGONG	CHANDANAISH	1.34	495	808	510	420	1738
13		BANDARBAN	BANDARBAN SADAR	2.31	360	1340	1280	1260	3880
14		RANGAMATI	LANGADU	371	91	500	1000	1500	3000
15		KHAGRACHARI	RAMGARH						
16		BRAHMANBARIA	SARAIL	7.71	118	480	320	280	1080
17	SYLHET	HABIGANJ	AZMIRIGANJ	0.203	133	826	632	406	1864
18		SYLHET	FENCHUGANJ	2.213	248	20000	30000	10000	60000
19		MOULVIBAZAR	MOULVIBAZAR SADAR	3.21	964	16119	11126	7099	34344
20		SUNAMGANJ	BISWAMVARPUR	100	26	5184	3000	2000	10184
21	KHULNA	KHULNA	RUPSA	252	107				
22		SATKHIRA	ASSASUNI	0.53	1320	11500	8500	500	20500
23		JESSORE	SHARSHA	0.97	508	90000	12000	20000	122000
24		NARAIL	KALIA	140	245	2234	1578	165	3977
25		MEHERPUR	MEHERPUR SADAR	0.38	581	70000	50000	200000	320000
26		KUSHTIA	KUMARKHALI	0.78	240	75000	31000	8500	114500
27		MAGURA	SREEPUR	0.8	677	60000	33000	21000	114000

Sl. No.	Division	District	Upazila	1. Rural Roads and Drainage					
				Length of bridges and number of culverts in Upazila		Average traffic per day (X vehicles/ day)			
				Bridge (In Kilometer)	Culvert (In Number)	Upazila road (In Number)	Union road (In Number)	Village road (In Number)	TOTAL (In Number)
28	MYMENSINGH	MYMENSINGH	GAURIPUR	25	1042	33060	24461	15650	73171
29		JAMALPUR	MELENDIAH	0.661	575	1000	2000	1000	4000
30		SHERPUR	NALITABARI	2.93	687	10557	6441	3238	20236
31	RANGPUR	PANCHAGARH	ATWARI	0.54	453	25000	30000	15000	70000
32		LALMONIRHAT	ADITMARI	790	410	55000	38000	20000	113000
33		KURIGRAM	PHULBARI	2.213	248	20000	30000	10000	60000
34		RANGPUR	PIRGACHA	0.69	580	70400	35500	20500	125000
35		GAIBANDHA	SADULLAPUR	0.039	3	251	24	15	290
36		FARIDPUR	ALFADANGA	14.28	128	220	180	70	470
37	DHAKA	GOPALGANJ	KASIANI	3.135	106	350	250	180	780
38		MADARIPUR	SHIBCHAR	2.391	8	1000	500	300	1800
39		MUNSHIGANJ	TONGIBARI	9	495	481	279	173	933
40		NARAYANGANJ	RUPGANJ	2.1	385	3500	1800	400	5700
41		NARSINGDI	RAIPURA	2.31	1137	2700	1500	600	4800
42		KISHOREGANJ	PAKUNDIA	0.3	1060	2500	700	500	3700
43		GAZIPUR	SREEPUR	3.5	700	2500	1200	800	4500
44		TANGAIL	DELDUAR	0.116	8	300	150	200	650
45	RAJSHAHI	SIRAJGANJ	BELKUCHI	509	241	400	350	250	1000
46		C. NAWABGANJ	BHOLAHAT	0.04	163	600	400	300	1300
47		NAOGAON	PATNITALA	0.099	9.6	3500	5000	7000	15500
48		JOYPURHAT	JOYPURHAT SADAR	2.19	903	1500	1000	500	3000
49		NATORE	GURUDASPUR	1.298	187	900	600	250	1750
50		RAJSHAHI	BAGHA	0.12	351	4000	2000	600	5400
51		PABNA	BERA	0.75	115	550	325	110	985

3.1 (e) Infrastructure (Roads and Drainage): Average traffic per day (X vehicles/ day)

Sl. No.	Division	District	Upazila	1. Rural Roads and Drainage			
				Average traffic per day (X vehicles/ day)			
				Upazila road (In Number)	Union road (In Number)	Village road (In Number)	TOTAL (In Number)
1	BARISAL	BARGUNA	AMTALI	9800	1800	1450	13050
2		PATUAKHALI	GALACHIPA	3750	2000	2750	8500
3		BARISAL	BAKERGANJ	8000	6000	4000	18000
4		PIROJPUR	KAWKHALI	4200	1200	3100	8500
5		JHALAKATHI	RAZAPUR	3500	2200	2700	8400
6		BHOLA	TAZUMUDDIN	900	750	450	2100
7	CHITTAGONG	LAKSHMIPUR	KAMALNAGAR	3200	2700	2500	8400
8		NOAKHALI	COMPANIGANJ	4500	3500	2000	10000
9		CHANDPUR	UTTAR MATLAB	10596	17444	6048	34088
10		COMILLA	BURICHONG				
11		FENI	PORSHURAM	300	500	800	1600
12		CHITTAGONG	CHANDANAISH	808	510	420	1738
13		BANDARBAN	BANDARBAN SADAR	1340	1280	1260	3880
14		RANGAMATI	LANGADU	500	1000	1500	3000
15		KHAGRACHARI	RAMGARH				
16		BRAHMANBARIA	SARAIL	480	320	280	1080
17	SYLHET	HABIGANJ	AZMIRIGANJ	826	632	406	1864
18		SYLHET	FENCHUGANJ	20000	30000	10000	60000
19		MOULVIBAZAR	MOULVIBAZAR SADAR	16119	11126	7099	34344
20		SUNAMGANJ	BISWAMVARPUR	5184	3000	2000	10184
21	KHULNA	KHULNA	RUPSA				
22		SATKHIRA	ASSASUNI	11500	8500	500	20500
23		JESSORE	SHARSHA	90000	12000	20000	122000
24		NARAIL	KALIA	2234	1578	165	3977
25		MEHERPUR	MEHERPUR SADAR	70000	50000	200000	320000
26		KUSHTIA	KUMARKHALI	75000	31000	8500	114500
27		MAGURA	SREEPUR	60000	33000	21000	114000

Sl. No.	Division	District	Upazila	1. Rural Roads and Drainage			
				Average traffic per day (X vehicles/ day)			
				Upazila road (In Number)	Union road (In Number)	Village road (In Number)	TOTAL (In Number)
28	MYMENSINGH	MYMENSINGH	GAURIPUR	33060	24461	15650	73171
29		JAMALPUR	MELENDHAH	1000	2000	1000	4000
30		SHERPUR	NALITABARI	10557	6441	3238	20236
31	RANGPUR	PANCHAGARH	ATWARI	25000	30000	15000	70000
32		LALMONIRHAT	ADITMARI	55000	38000	20000	113000
33		KURIGRAM	PHULBARI	20000	30000	10000	60000
34		RANGPUR	PIRGACHA	70400	35500	20500	125000
35		GAIBANDHA	SADULLAPUR	251	24	15	290
36	DHAKA	FARIDPUR	ALFADANGA	220	180	70	470
37		GOPALGANJ	KASIANI	350	250	180	780
38		MADARIPUR	SHIBCHAR	1000	500	300	1800
39		MUNSHIGANJ	TONGIBARI	481	279	173	933
40		NARAYANGANJ	RUPGANJ	3500	1800	400	5700
41		NARSINGDI	RAIPURA	2700	1500	600	4800
42		KISHOREGANJ	PAKUNDIA	2500	700	500	3700
43		GAZIPUR	SREEPUR	2500	1200	800	4500
44		TANGAIL	DELDUAR	300	150	200	650
45	RAJSHAHI	SIRAJGANJ	BELKUCHI	400	350	250	1000
46		C. NAWABGANJ	BHOLAHAT	600	400	300	1300
47		NAOGAON	PATNITALA	3500	5000	7000	15500
48		JOYPURHAT	JOYPURHAT SADAR	1500	1000	500	3000
49		NATORE	GURUDASPUR	900	600	250	1750
50		RAJSHAHI	BAGHA	4000	2000	600	5400
51		PABNA	BERA	550	325	110	985

3.2 (a) Infrastructure (Education): Number of Upazila Educational Facilities

Sl. No.	Division	District	Upazila	2. Educational Facilities				
				Number of Upazila Educational Facilities				
				Primary (In Number)	Secondary (In Number)	Madrasa (In Number)	College (In Number)	TOTAL (In Number)
1	BARISAL	BARGUNA	AMTALI	152	40	29	6	227
2		PATUAKHALI	GALACHIPA	197	47	37	11	292
3		BARISAL	BAKERGANJ	278	87	63	19	447
4		PIROJPUR	KAWKHALI	66	19	12	2	99
5		JHALAKATHI	RAZAPUR	122	54	40	5	221
6		BHOLA	TAZUMUDDIN	110	11	12	1	134
7	CHITTAGONG	LAKSHMIPUR	KAMALNAGAR	70	17	14	1	102
8		NOAKHALI	COMPANIGANJ	90	35	16	4	145
9		CHANDPUR	UTTAR MATLAB	180	39	12	6	237
10		COMILLA	BURICHONG					
11		FENI	PORSHURAM	51	18	11	1	81
12		CHITTAGONG	CHANDANAISH	93	25	16	5	46
13		BANDARBAN	BANDARBAN SADAR	75	19	1	3	98
14		RANGAMATI	LANGADU	93	9	1	1	104
15		KHAGRACHARI	RAMGARH					
16		BRAHMANBARIA	SARAIL	126	21	2	2	151
17	SYLHET	HABIGANJ	AZMIRIGANJ	65	9	1	3	78
18		SYLHET	FENCHUGANJ		51	13	7	71
19		MOULVIBAZAR	MOULVIBAZAR SADAR	192	31	17	5	245
20		SUNAMGANJ	BISWAMVARPUR					
21	KHULNA	KHULNA	RUPSA	122	23	10	6	161
22		SATKHIRA	ASSASUNI	165	74	28	6	273
23		JESSORE	SHARSHA	112	60	22	7	201
24		NARAIL	KALIA	156	30	13	6	205
25		MEHERPUR	MEHERPUR SADAR	135	30	12	5	182
26		KUSHTIA	KUMARKHALI	147	54	20	9	230
27		MAGURA	SREEPUR	172	32	15	5	224

Sl. No.	Division	District	Upazila	2. Educational Facilities				
				Number of Upazila Educational Facilities				
				Primary (In Number)	Secondary (In Number)	Madrassa (In Number)	College (In Number)	TOTAL (In Number)
28	MYMENSINGH	MYMENSINGH	GAURIPUR	178	38	17	3	236
29		JAMALPUR	MELENDHAH	158	44	24	8	234
30		SHERPUR	NALITABARI	121	38	23	7	189
31	RANGPUR	PANCHAGARH	ATWARI	187	74	33	11	305
32		LALMONIRHAT	ADITMARI	109	24	9	4	146
33		KURIGRAM	PHULBARI	146	51	13	7	217
34		RANGPUR	PIRGACHA	178	52	35	18	105
35		GAIBANDHA	SADULLAPUR	199	67	38	8	312
36	DHAKA	FARIDPUR	ALFADANGA	114	19	8	2	143
37		GOPALGANJ	KASIANI	210	40	11	6	267
38		MADARIPUR	SHIBCHAR	181	45	17	6	249
39		MUNSHIGANJ	TONGIBARI	92	18	5	3	118
40		NARAYANGANJ	RUPGANJ	114	36	19	5	174
41		NARSINGDI	RAIPURA	205	46	10	4	265
42		KISHOREGANJ	PAKUNDIA	194	46	31	6	277
43		GAZIPUR	SREEPUR	166	58	38	10	272
44		TANGAIL	DELDUAR	99	27	9	5	140
45		RAJSHAHI	SIRAJGANJ	BELKUCHI	152	31	10	8
46	C. NAWABGANJ		BHOLAHAT	47	19	11	8	85
47	NAOGAON		PATNITALA	133	43	43	8	227
48	JOYPUKHAT		JOYPUKHAT SADAR	105	43	37	18	203
49	NATORE		GURUDASPUR	92	31	16	5	144
50	RAJSHAHI		BAGHA	74	49	9	9	141
51	PABNA		BERA	112	23	7	6	148

3.2 (b) Infrastructure (Education): Number of classrooms with usable equipment

Sl. No.	Division	District	Upazila	2. Educational Facilities				
				Number of classrooms with usable equipment (tables and chairs for pupils, and blackboard)				
				Primary (In Number)	Secondary (In Number)	Madrassa (In Number)	College (In Number)	TOTAL (In Number)
1	BARISAL	BARGUNA	AMTALI	752	202	312	98	1364
2		PATUAKHALI	GALACHIPA	788	N/A	N/A	N/A	788
3		BARISAL	BAKERGANJ	1234	629	600	195	2658
4		PIROJPUR	KAWKHALI	284	210	95	25	515
5		JHALAKATHI	RAZAPUR	490	325	280	59	1154
6		BHOLA	TAZUMUDDIN	450	68	90	15	
7	CHITTAGONG	LAKSHMIPUR	KAMALNAGAR	270	102	152	17	541
8		NOAKHALI	COMPANIGANJ	365	180	128	42	716
9		CHANDPUR	UTTAR MATLAB	595	390	125	50	1160
10		COMILLA	BURICHONG					
11		FENI	PORSHURAM	115	112	117	15	359
12		CHITTAGONG	CHANDANAISH	376	132	89	38	635
13		BANDARBAN	BANDARBAN SADAR	315	115	15	32	477
14		RANGAMATI	LANGADU	362	61	16	14	453
15		KHAGRACHARI	RAMGARH					
16		BRAHMANBARIA	SARAIL	520	194	20	34	768
17	SYLHET	HABIGANJ	AZMIRIGANJ	190	92	11	33	326
18		SYLHET	FENCHUGANJ		335	130	72	537
19		MOULVIBAZAR	MOULVIBAZAR SADAR	656	350	200	200	1406
20		SUNAMGANJ	BISWAMVARPUR					
21	KHULNA	KHULNA	RUPSA	350	345	120	125	940
22		SATKHIRA	ASSASUNI	3651	322	280	58	4311
23		JESSORE	SHARSHA	2202	360	223	72	2857
24		NARAIL	KALIA	780	330	169	105	1384
25		MEHERPUR	MEHERPUR SADAR	405	660	180	45	1290
26		KUSHTIA	KUMARKHALI	429	171	40	45	685
27		MAGURA	SREEPUR	788	299	178	110	1375

Sl. No.	Division	District	Upazila	2. Educational Facilities				
				Number of classrooms with usable equipment (tables and chairs for pupils, and blackboard)				
				Primary (In Number)	Secondary (In Number)	Madrasa (In Number)	College (In Number)	TOTAL (In Number)
28	MYMENSINGH	MYMENSINGH	GAURIPUR	250	2601	689	321	3861
29		JAMALPUR	MELENDIAH	790	580	240	120	1730
30		SHERPUR	NALITABARI	363	310	255	110	1038
31	RANGPUR	PANCHAGARH	ATWARI	935	523	297	187	1942
32		LALMONIRHAT	ADITMARI	327	360	90	37	814
33		KURIGRAM	PHULBARI	600	335	130	72	1137
34		RANGPUR	PIRGACHA	850	318	205	135	658
35		GAIBANDHA	SADULLAPUR	650	335	226	104	1315
36	DHAKA	FARIDPUR	ALFADANGA	N/A	N/A	N/A	45	
37		GOPALGANJ	KASIANI	650	N/A	N/A	N/A	650
38		MADARIPUR	SHIBCHAR	724	450	255	132	1561
39		MUNSHIGANJ	TONGIBARI	378	270	57	10	715
40		NARAYANGANJ	RUPGANJ	684	5935	1075	1800	9494
41		NARSINGDI	RAIPURA	1114	300	110	52	1576
42		KISHOREGANJ	PAKUNDIA	790	230	250	50	1320
43		GAZIPUR	SREEPUR	966	1390	418	165	2939
44	TANGAIL	DELDUAR	550	189	63	45	847	
45	RAJSHAHI	SIRAJGANJ	BELKUCHI	760	288	120	150	1318
46		C. NAWABGANJ	BHOLAHAT	165	114	125	97	501
47		NAOGAON	PATNITALA	665	215	258	56	1194
48		JOYPUKHAT	JOYPUKHAT SADAR	525	300	410	280	1515
49		NATORE	GURUDASPUR	500	310	128	75	1023
50		RAJSHAHI	BAGHA	301	1400	413	365	2479
51		PABNA	BERA	784	215	75	150	1224

3.2 (c) Infrastructure (Education): Students under good educational environment and Ratio of school attendance

(School had a good educational environment –students received books free of cost at the beginning of the year, furniture and infrastructure of the school is good and also adequate water supply and sanitation facilities are available.)

Sl. No.	Division	District	Upazila	2. Educational Facilities									
				Number of students under good educational environment					Ratio of school attendance				
				Primary (In Person)	Secondary (In Person)	Madrassa (In Person)	College (In Person)	TOTAL (In Person)	Primary	Secondary	Madrassa	College	Total
1	BARISAL	BARGUNA	AMTALI	1100	3800	1400	4600	10900	85	77	75	65	
2		PATUAKHALI	GALACHIPA	23000	17540	11200	5200	56940	90	75	75	60	
3		BARISAL	BAKERGANJ	27372	23859	9239	2587	63057	95	80	70	65	
4		PIROJPUR	KAWKHALI	6649	4903	1892	840	14284	81	75	76	70	
5		JHALAKATHI	RAZAPUR	11480	8625	3204	1160	24469	89	75	70	70	
6		BHOLA	TAZUMUDDIN	12550	2948	4205	902	20605	85	70	68	65	
7	CHITTAGONG	LAKSHMIPUR	KAMALNAGAR	24006	8092	6883	1018	3999	86	80	75	80	
8		NOAKHALI	COMPANIGANJ	32685	15614	5351	6970	60620	89	85	90	78	
9		CHANDPUR	UTTAR MATLAB	19214	21175	2600	3150	46139	85	76	75	65	
10		COMILLA	BURICHONG										
11		FENI	PORSHURAM	8893	5517	1359	900	16669	85	82	73	80	
12		CHITTAGONG	CHANDANAISH	20655	12779	2246	4550	40224	85	90	85	80	
13		BANDARBAN	SADAR	11281	5475	411	1280		92	88	85	82	
14		RANGAMATI	LANGADU	8050	1750	585	678	11063	85	84	82	75	
15		KHAGRACHARI	RAMGARH										
16		BRAHMANBARIA	SARAIL	25850	10216	360	2657	39083	89	77	78	75	
17	SYLHET	HABIGANJ	AZMIRIGANJ	3000	2500	200	500	6200	92	75	80	60	
18		SYLHET	FENCHUGANJ		6862	1389	765	9016		85	83	81	
19		MOULVIBAZAR	SADAR	44430	28000	5000	22000	99430	85	75	65	50	68.75
20		SUNAMGANJ	BISWAMVARPUR										
21	KHULNA	KHULNA	RUPSA	6000	9000	1500	6000	22500	90	80	75	75	
22		SATKHIRA	ASSASUNI	31780	4200	1300	1850	39130	91	80	75	55	
23		JESSORE	SHARSHA	22288	16740	3227	2826	45081	94	86	82	60	80.5
24		NARAIL	KALIA	20000	7800	1800	1560	31160	93	85	80	75	
25		MEHERPUR	MEHERPUR SADAR	16200	7950	1500	1080	26730	92	85	77	79	83.25
26		KUSHTIA	KUMARKHALI	6792	3670	250	300	11012	76	71	72	65	284
27		MAGURA	SREEPUR	46788	7070	2110	510	56478	95	86	77	72	83

Sl. No.	Division	District	Upazila	2. Educational Facilities									
				Number of students under good educational environment					Ratio of school attendance				
				Primary (In Person)	Secondary (In Person)	Madrassa (In Person)	College (In Person)	TOTAL (In Person)	Primary	Secondary	Madrassa	College	Total
28	MYMENSINGH	MYMENSINGH	GAURIPUR	3500	23930	3978	2568	33976	65	80	75	70	
29		JAMALPUR	MELENDHAH	21300	8100	1800	1900	33100	92	82	76	65	
30		SHERPUR	NALITABARI	23000	1900	14000	4600	43500	88	70	55	60	
31	RANGPUR	PANCHAGARH	ATWARI	18819	9250	3630	1650	31699	93.38	74	72	65	76.59
32		LALMONIRHAT	ADITMARI	13298	5744	1170	900	21112	90	87	75	80	83
33		KURIGRAM	PHULBARI	1400	1200	814	600	4014	87	85	83	81	84
34		RANGPUR	PIRGACHA	50000	7200	2000	2200	11400	93	85	75	70	76.66
35		GAIBANDHA	SADULLAPUR	42000	19800	9500	1600	72900	89	80	74	65	
36		FARIDPUR	ALFADANGA	16421	9600	1500	4750	32271	86	77	75	65	75.75
37	DHAKA	GOPALGANJ	KASIANI	27235	18733	2245	7340	55553	86	70	65	55	69
38		MADARIPUR	SHIBCHAR	55805	24677	4942	5364	90788	86	80	75	60	75.25
39		MUNSHIGANJ	TONGIBARI	18544	16467	1002	2502	38515	93	80	85	75	83.25
40		NARAYANGANJ	RUPGANJ	55156	29675	5375	9200	99406	83.5	90	85	75	333.5
41		NARSINGDI	RAIPURA	61404	7000	3515	1500	73419	89	90	87	85	87.75
42		KISHOREGANJ	PAKUNDIA	37550	16000	3832	5000	62382	85.57	75	75	65	75.15
43		GAZIPUR	SREEPUR	11700	1200	500	790	13190	92	72	57	47	67
44		TANGAIL	DELDUAR	25500	16571	2374	1830	46275	94	82	79	77	83
45	RAJSHAHI	SIRAJGANJ	BELKUCHI	55064	25006	4075	7792	91937	95	80	79	76	82.5
46		C. NAWABGANJ	BHOLAHAT	13022	3500	1320	2150	19992	95	90	89	70	86
47		NAOGAON	PATNITALA	18546	8600	9460	8000	44606	88	80	75	70	78.25
48		JOYPU RHAT	JOYPU RHAT SADAR	15400	3000	600	3000	22000	93	98	95	83	92.25
49		NATORE	GURUDASPU R	4000	20800	4500	3829	33129	89	90	89	88	89
50		RAJSHAHI	BAGHA	19149	15135	15013	5706	55003	89	85	80	75	82.25
51		PABNA	BERA	48025	7200	1200	3900	60325	89	85	90	78	85.5

3.3 Infrastructure: Status of Health/Medical Facilities

Sl. No.	DIVISION	District	Upazila	3. Health/Medical Facilities											
				3-1) Status of Health/Medical Facilities											
				Number of Upazila health centers (Health complex and community clinics both, In Number)	Number of hospitals (In Number)	Number of charitable dispensaries (In Number)	Number of hospital beds (In Number)	Ratio of bed per patient	Ratio of medical equipment per necessary patients	Bed occupancy rate	Number of antenatal care (In Person)	Number of visit by Health Assistant (In Times)	Number of daily patient (In Person)		
1	BARISAL	BARGUNA	AMTALI	31	1	N/A	50	67.8	1		139	680	168	148	
2		PATUAKHALI	GALACHIPA	45	1	N/A	50	62.5	1		140	450	224	80	
3		BARISAL	BAKERGANJ	63	1	N/A	31	3	1		80.02	1246	304	151	
4		PIROJPUR	KAWKHALI	18	1	N/A	31	2	1		80	130	40	200	
5		JHALAKATHI	RAZAPUR	19	1	N/A	50	4	1		112	283	124	230	
6		BHOLA	TAZUMUDDIN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7	CHITTAGONG	LAKSHMIPUR	KAMALNAGAR	25	1	N/A	50	1	1		96	543	64	203	
8		NOAKHALI	COMPANIGANJ	30	1	1	50	1	5	1	141	720	150	434	
9		CHANDPUR	MATLAB	47	1		31	1	1		82.2	739	128	215	
10		COMILLA	BURICHONG												
11		FENI	PORSHURAM	16	1	1	50	1	5	1	107	161	62	250	
12		CHITTAGONG	CHANDANAISH	5	2	1	81	3	1		86.69	131	30	243	
13		BANDARBAN	SADAR	25	2	N/A	120	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
14		RANGMATI	LANGADU	25	1		31	1	1		79.3	175	36	195	
15		KHAGRACHARI	RAMGARH												
16		BRAHMANBARIA	SARAIL	27	1	N/A	50	1	0	81	N/A	83	4696		300
17	SYLHET	HABIGANJ	AZMIRIGANJ	17	1	N/A	31	80	65	70	2160	37440	150		
18		SYLHET	FENCHUGANJ												
19		MOULVIBAZAR	SADAR	44	1	N/A	250	100	73	90	100	8342	44582	850	
20		SUNAMGANJ	BISWAMVARPUR	23	1	23	31	107	100	107	107	9110	1440	460	
21	KHULNA	KHULNA	RUPSA	5	2	N/A	50	96.25	N/A	29.84	576	40956	127		
22		SATKHIRA	ASSASUNI	N/A	1	N/A	31	20	10	25	N/A	N/A	N/A		
23		JESSORE	SHARSHA	38	2	N/A	120	75	78	20	2128	60165	140		
24		NARAIL	KALIA	41	1	N/A	50	64	50	20	950	45000	109		
25		MEHERPUR	SADAR	32	1	N/A	250	80	60	100	1557	55203	155		
26		KUSHTIA	KUMARKHALI	53	2	N/A	60	80	80	125.43	1794	4	240		
27		MAGURA	SREEPUR	N/A	1	N/A	50	48	80	20	950	50000	112		

Sl. No.	Division	District	Upazila	3. Health/Medical Facilities									
				3-1) Status of Health/Medical Facilities									
				Number of Upazila health centers (Health complex and community clinics both, In Number)	Number of hospitals (In Number)	Number of charitable dispensaries (In Number)	Number of hospital beds (In Number)	Ratio of bed per patient	Ratio of medical equipment per necessary patients	Bed occupancy rate	Number of antenatal care (In Person)	Number of visit by Health Assistant (In Times)	Number of daily patient (In Person)
28	MYMENSINGH	MYMENSINGH	GAURIPUR	5	1	N/A	31	101	50	100	240	240	550
29		JAMALPUR	MELENDIAH	49	1	1	50	30	15	80	3259	45000	350
30		SHERPUR	NALITABARI	39	1	1	50	97.92	17.82	80.5	2338	56100	200
31	RANGPUR	PANCHAGARH	ATWARI	36	1	N/A	50	77	82	15	1425	46000	210
32		LALMONIRHAT	ADITMARI	27	1	N/A	50	70	65	15	1950	42450	142
33		KURIGRAM	PHULBARI	32	1	N/A	50	80	10	20	995	49000	130
34		RANGPUR	PIRGACHA	N/A	1	N/A	50	40	80	70	1218	69000	150
35		GAIBANDHA	SADULLAPUR	6	1	N/A	50	75	50	40	25	26	300
36		FARIDPUR	ALFADANGA	18	1	N/A	50	70	17	25	788	1600	175
37		GOPALGANJ	KASIANI	51	1	1	50	60	20	40	5500	1600	450
38	DHAKA	MADARIPUR	SHIBCHAR	59	1	N/A	50	90.33	N/A	56.45	768	21600	220
39		MUNSHIGANJ	TONGIBARI	23	1	N/A	50	65	50	30	11608	40045	1350
40		NARAYANGANJ	RUPGANJ	40	1	N/A	50	50	50	80	8500	48096	550
41		NARSINGDI	RAIPURA	58	1	N/A	50	70	65	70	6930	56000	200
42		KISHOREGANJ	PAKUNDIA	42	7	N/A	50	N/A	50	69	1267	13200	400
43		GAZIPUR	SREEPUR	62	12	2	50	N/A	N/A	60.32	15870		329
44		TANGAIL	DELDUAR	28	1	N/A	31	1 1	N/A	60	1675	43451	239
45		SIRAJGANJ	BELKUCHI	44	7	N/A	50	110.41	N/A	35	2023	58956	250
46	RAJSHAHI	C. NAWABGANJ	BHOLAHAT	12	1	N/A	50	42.33	N/A	40	350	21815	220
47		NAOGAON	PATNITALA	37	1	N/A	50	52.18	N/A	50	4622	107520	300
48		JOYPURHAT	SADAR	34	1	N/A	150	157.75	60	100	4492	384000	900
49		NATORE	GURUDASPUR	20	1	2	50	58	60	58	150	63027	360
50		RAJSHAHI	BAGHA	25	1	N/A	50	80	25	55	4640	120960	350
51		PABNA	BERA	32	1	N/A	50	85	N/A	85	1624	56958	193

3.4 Infrastructure: Water Supply and Sanitation Facilities and Equipment

Sl. No.	Division	District	Upazila	4. Water Supply and Sanitation Facilities and Equipment	
				Number of people that has access to safe drinking water (In Person)	Number of public facilities that have adequate sanitation facilities (In Person)
1	BARISAL	BARGUNA	AMTALI	208170	141350
2		PATUAKHALI	GALACHIPA	206601	165280
3		BARISAL	BAKERGANJ	251076	163199
4		PIROJPUR	KAWKHALI		
5		JHALAKATHI	RAZAPUR	133645	118795
6		BHOLA	TAZUMUDDIN	88350	64790
7	CHITTAGONG	LAKSHMIPUR	KAMALNAGAR	116000	112015
8		NOAKHALI	COMPANIGANJ	212992	182923
9		CHANDPUR	UTTAR MATLAB	210218	189781
10		COMILLA	BURICHONG		
11		FENI	PORSHURAM	79865	78724
12		CHITTAGONG	CHANDANAISH	187520	212045
13		BANDARBAN	BANDARBAN SADAR	61750	50350
14		RANGAMATI	LANGADU	84320	74400
15		KHAGRACHARI	RAMGARH		
16		BRAHMANBARIA	SARAIL	173000	226000
17	SYLHET	HABIGANJ	AZMIRIGANJ	81583	72797
18		SYLHET	FENCHUGANJ	104250	116512
19		MOULVIBAZAR	MOULVIBAZAR SADAR	184050	157950
20		SUNAMGANJ	BISWAMVARPUR		
21	KHULNA	KHULNA	RUPSA		
22		SATKHIRA	ASSASUNI	175553	201566
23		JESSORE	SHARSHA	275826	395738
24		NARAIL	KALIA	220202	148204
25		MEHERPUR	MEHERPUR SADAR	155680	184876
26		KUSHTIA	KUMARKHALI	217650	214580
27		MAGURA	SREEPUR	290580	295377

Sl. No.	Division	District	Upazila	4. Water Supply and Sanitation Facilities and Equipment	
				Number of people that has access to safe drinking water (In Person)	Number of public facilities that have adequate sanitation facilities (In Person)
28	MYMENSINGH	MYMENSINGH	GAURIPUR		
29		JAMALPUR	MELENDHAH	285804	288980
30		SHERPUR	NALITABARI	200000	252000
31	RANGPUR	PANCHAGARH	ATWARI	238500	232430
32		LALMONIRHAT	ADITMARI	325558	299770
33		KURIGRAM	PHULBARI	104250	116512
34		RANGPUR	PIRGACHA	277721	280420
35		GAIBANDHA	SADULLAPUR	273054	258683
36	DHAKA	FARIDPUR	ALFADANGA	115000	90974
37		GOPALGANJ	KASIANI	70500	163092
38		MADARIPUR	SHIBCHAR	239400	314640
39		MUNSHIGANJ	TONGIBARI	177300	187150
40		NARAYANGANJ	RUPGANJ	522767	517487
41		NARSINGDI	RAIPURA	320517	304096
42		KISHOREGANJ	PAKUNDIA	343865	235276
43		GAZIPUR	SREEPUR	474360	474826
44		TANGAIL	DELDUAR	186758	197744
45	RAJSHAHI	SIRAJGANJ	BELKUCHI	112360	254000
46		C. NAWABGANJ	BHOLAHAT	36960	88172
47		NAOGAON	PATNITALA	203820	189552
48		JOYPURHAT	JOYPURHAT SADAR	170600	289058
49		NATORE	GURUDASPUR	208344	165687
50		RAJSHAHI	BAGHA	129500	157009
51		PABNA	BERA	201250	238980

3.5 Infrastructure: Agricultural Facilities

Sl. No.	Division	District	Upazila	5. Agricultural Facilities		
				Area covered by irrigation (In Square Kilometer)	Number of improved agricultural facilities rehabilitated/constructed (In Number)	Number of farmers who have access to shared agricultural facilities (processing and transport) (In Person)
1	BARISAL	BARGUNA	AMTALI	5000	4	1320
2		PATUAKHALI	GALACHIPA	20000	7	1475
3		BARISAL	BAKERGANJ	1700	4	870
4		PIROJPUR	KAWKHALI	35	N/A	N
5		JHALAKATHI	RAZAPUR	1050	6	820
6		BHOLA	TAZUMUDDIN	364	5	610
7	CHITTAGONG	LAKSHMIPUR	KAMALNAGAR	306	N/A	1012
8		NOAKHALI	COMPANIGANJ	1700	7	1759
9		CHANDPUR	UTTAR MATLAB	9150	7	2399
10		COMILLA	BURICHONG			
11		FENI	PORSHURAM	3550	3	760
12		CHITTAGONG	CHANDANAISH	59.4	N/A	N/A
13		BANDARBAN	BANDARBAN SADAR	1075	3	592
14		RANGAMATI	LANGADU	250	3	1205
15		KHAGRACHARI	RAMGARH			
16		BRAHMANBARIA	SARAIL	158.8	36	300
17	SYLHET	HABIGANJ	AZMIRIGANJ	15240	4	30
18		SYLHET	FENCHUGANJ			
19		MOULVIBAZAR	MOULVIBAZAR SADAR	75.65	2	N/A
20		SUNAMGANJ	BISWAMVARPUR	130	4	
21	KHULNA	KHULNA	RUPSA	6700	N/A	23000
22		SATKHIRA	ASSASUNI	78.9	1	205
23		JESSORE	SHARSHA			N/A
24		NARAIL	KALIA	25996	N/A	N/A
25		MEHERPUR	MEHERPUR SADAR	261.52	3	2500
26		KUSHTIA	KUMARKHALI	100	N/A	5000
27		MAGURA	SREEPUR	30	10	

Sl. No.	Division	District	Upazila	5. Agricultural Facilities		
				Area covered by irrigation (In Square Kilometer)	Number of improved agricultural facilities rehabilitated/constructed (In Number)	Number of farmers who have access to shared agricultural facilities (processing and transport) (In Person)
28	MYMENSINGH	MYMENSINGH	GAURIPUR			
29		JAMALPUR	MELENDHAH	215	5	N/A
30		SHERPUR	NALITABARI	225	10	30
31	RANGPUR	PANCHAGARH	ATWARI	130	N/A	N/A
32		LALMONIRHAT	ADITMARI	288	N/A	N/A
33		KURIGRAM	PHULBARI	N/A	N/A	N/A
34		RANGPUR	PIRGACHA	10	5	N/A
35		GAIBANDHA	SADULLAPUR	18200	3	10000
36	DHAKA	FARIDPUR	ALFADANGA	7320	6	720
37		GOPALGANJ	KASIANI	150	2	N/A
38		MADARIPUR	SHIBCHAR	1500	9	3500
39		MUNSHIGANJ	TONGIBARI	100	7	N/A
40		NARAYANGANJ	RUPGANJ	10900	6	N/A
41		NARSINGDI	RAIPURA	163500	5	N/A
42		KISHOREGANJ	PAKUNDIA	86.27	13	N/A
43		GAZIPUR	SREEPUR	138000	6	150
44	TANGAIL	DELDUAR	9470	7	N/A	
45	RAJSHAHI	SIRAJGANJ	BELKUCHI	33	4	N/A
46		C. NAWABGANJ	BHOLAHAHAT	19.2	6	150
47		NAOGAON	PATNITALA	255	N/A	14
48		JOYPURHAT	JOYPURHAT SADAR	202.6	5	200
49		NATORE	GURUDASPUR	158.14	1	1850
50		RAJSHAHI	BAGHA	143.23	N/A	30
51		PABNA	BERA	150	5	300

3.6 Infrastructure: Disaster Prevention

Sl. No.	Division	District	Upazila	6. Disaster Prevention		
				Number of cyclone shelters (In Number)	Time/distance to access nearby cyclone shelter (In Min/Meter)	Number of participants of disaster-and relief-work (In Number)
1	BARISAL	BARGUNA	AMTALI	59	5/400	1725
2		PATUAKHALI	GALACHIPA	105	5/400	2025
3		BARISAL	BAKERGANJ	61	60/3000	N/A
4		PIROJPUR	KAWKHALI	15	N/A	N/A
5		JHALAKATHI	RAZAPUR	12	40/2000	N/A
6		BHOLA	TAZUMUDDIN	80	20/1500	1215
7	CHITTAGONG	LAKSHMIPUR	KAMALNAGAR	29	15/1000	945
8		NOAKHALI	COMPANIGANJ	32	120/6000	1825
9		CHANDPUR	UTTAR MATLAB	16	15/1000	400
10		COMILLA	BURICHONG			
11		FENI	PORSHURAM	1	5000	
12		CHITTAGONG	CHANDANAISH	5	40/3000	480
13		BANDARBAN	BANDARBAN SADAR	2	15/1000	N/A
14		RANGAMATI	LANGADU	N/A	N/A	N/A
15		KHAGRACHARI	RAMGARH			
16		BRAHMANBARIA	SARAIL	2	180/1600	800
17	SYLHET	HABIGANJ	AZMIRIGANJ	14	100/7000	320
18		SYLHET	FENCHUGANJ			
19		MOULVIBAZAR	MOULVIBAZAR SADAR	N/A	N/A	207
20		SUNAMGANJ	BISWAMVARPUR	1	0.5	3
21	KHULNA	KHULNA	RUPSA	N/A	N/A	N/A
22		SATKHIRA	ASSASUNI	35	5/500	1358
23		JESSORE	SHARSHA	1	15	25
24		NARAIL	KALIA	N/A	N/A	N/A
25		MEHERPUR	MEHERPUR SADAR	1	15/4000	40
26		KUSHTIA	KUMARKHALI	N/A	N/A	160
27		MAGURA	SREEPUR	N/A	N/A	

Sl. No.	Division	District	Upazila	6. Disaster Prevention		
				Number of cyclone shelters (In Number)	Time/distance to access nearby cyclone shelter (In Min/Meter)	Number of participants of disaster-and relief-work (In Number)
28	MYMENSINGH	MYMENSINGH	GAURIPUR			
29		JAMALPUR	MELENDAAH	20	90/6000	240
30		SHERPUR	NALITABARI	2	90/5000	350
31	RANGPUR	PANCHAGARH	ATWARI	N/A	N/A	N/A
32		LALMONIRHAT	ADITMARI	N/A	N/A	N/A
33		KURIGRAM	PHULBARI	N/A	N/A	N/A
34		RANGPUR	PIRGACHA	N/A	N/A	N/A
35		GAIBANDHA	SADULLAPUR	N/A	N/A	N/A
36	DHAKA	FARIDPUR	ALFADANGA	N/A	N/A	37
37		GOPALGANJ	KASIANI	1	30/1600	
38		MADARIPUR	SHIBCHAR	2	30/2000	70
39		MUNSHIGANJ	TONGIBARI	7	15/1000	92
40		NARAYANGANJ	RUPGANJ	2	20/1000	94
41		NARSINGDI	RAIPURA	2	30/1500	53
42		KISHOREGANJ	PAKUNDIA	2	60/1200	92
43		GAZIPUR	SREEPUR	N/A	N/A	35
44		TANGAIL	DELDUAR	1	30/1500	500
45		RAJSHAHI	SIRAJGANJ	BELKUCHI	1	20/1000
46	C. NAWABGANJ		BHOLAHAT	2	20/1000	70
47	NAOGAON		PATNITALA	N/A	N/A	150
48	JOYPURHAT		JOYPURHAT SADAR	N/A	N/A	250
49	NATORE		GURUDASPUR	1	25/1000	55
50	RAJSHAHI		BAGHA	2	20/1000	90
51	PABNA		BERA	21	40/1500	1000

Chapter-4: CONCLUSION

The Upazila baseline survey was conducted by Upazila Governance and Development Project (UGDP) under the Local Government Division of the Ministry of Local Government Rural Development and Cooperatives. From the data collected it can be said that the local stakeholders in the Upazila Parishads in the survey locations felt the need for such an initiative on part of the government to improve the governance and also making sure that development process was accelerated.

The local stakeholders claimed to be better performers, if not excellent, in terms of their respective UZP performance and their own performance as well, with very insignificant numbers who cited different reasons for their poor performances. Needless to say by development they meant, irrespective of the stakeholders categories, **as infrastructural development**. It is important to note that during the group discussions, a long list of non-infrastructural development ideas were generated which usually did not come to the forefront.

At present the local stakeholders belongs to public representative category to some extent felt they were **denied some of the authorities** they felt they should have enjoyed as elected representatives. However, the administrative officials used to think those were mere complaints from the other camp to hide their inaction. As council the most commonly held meeting is the monthly meeting of the council followed by the law and order meetings in presence of almost all stakeholders of the council.

The **standing committees**, as one of the key governance indicators of the Upazila, are yet to make breakthrough. With few exceptions the standing committees were not functional in true sense, but in paper the scenario was different. There was severe lack of understanding on the role and functions of the standing committees of the UZPs among the local stakeholders.

The provision of **participatory budget making** and **public disclosure** are not yet to be practiced sincerely in the UZPs as many of the local stakeholders think entertaining such provisions are useless.

Training for **capacity building** of the UZP stakeholders was a highlighted issue. Though they attended different training workshops, the refresher courses were missing links. It was also came out that training should be organized keeping all stakeholders together especially on improving governance of the UZP so that all of them were in the same page. The popular demand for **exposure visits** abroad was also mentioned by the local stakeholders in big numbers.

The provision of **citizen charter** was not found to a well performed function of the UZPs, so as the provision of appointing a **designated officer** under the Right to Information Act.

The usual complaints of the UZP vice chairs were found to be evident in the field that they were **underutilized or underperforming**. **Functional standing committees** might keep them a lot busier and had a positive impact on UZP governance. As standing committees were not functional other nominated members of the UZPs did not find any worthwhile role in the UZP affairs.

Many UZP level officials complained about working environment due lack of infrastructural facilities in the UZP. Many also complained about **poor internet facility** which hampered smooth communication more often. The **absence of residential facility** at UZP premises also came into discussion, which they mentioned as a reason for leaving the station at the end of their day's work.

Finally overall **coordination** among the stakeholders as claimed, in the UZPs was rather good as all of them were willing to work for the people in the end. But in reality coordination was one what was found to be evidently missing in managing the UZP affairs in the surveyed UZPs.

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- LGD 2013: *Baseline Survey Report on Upazila Governance in Bangladesh*, Local Government Division, Ministry of Local Government, Rural Development and Cooperatives, Government of Bangladesh: Dhaka

ANNEX- I: RATING OF UZP FUNCTIONS BY STAKEHOLDERS

Table-I: Performed UZP functions rated by UZP Chairman (N=48) (Figures in table are in %)

	Very good	Good	Moderate	Bad	Very bad
1.Preparation of Five Year Plan and other plans of different durations	31	40	26	3	0
2. Supervision, coordination, and implementation	57	4	36	4	0
3. Construction, repair and maintenance	30	49	16	3	3
4.Undertaking and implementation of small-scale water resources projects	0	0	100	0	0
5.Ensure services regarding public health, nutrition and family planning	49	41	10	0	0
6.Improvement of sanitation and sewerage system	18	52	30	0	0
7.Motivational work for flourishing education	42	38	20	0	0
8.Supervision and support to the concerned institutions to improve secondary and madrasa education curriculum	52	29	19	0	0
9. Undertaking activities to establish and flourish small and cottage industries	53	33	13	0	0
10. Support to the activities of cooperative societies and non-government voluntary institutions and coordination of their functions	27	59	8	5	0
11. Cooperate and implement the activities of women, children's social welfare and youth, sports and culture	33	40	27	0	0
12. Undertake and implement for the improvements of agriculture, livestock, fisheries and forestry.	4	80	8	8	0
13. Discuss the activities of police department including the improvement of law and order situation in the Upazila and submit a report to the higher authority on a regular basis.	36	58	2	4	0
14. Create self-employment opportunities, undertake and implement a self-initiative programme to reduce poverty.	0	78	22	0	0
15. Coordinate and monitor union parishad development activities and render necessary supports	0	22	42	36	0
16. Create peoples' awareness against the offences such as woman and child abuse including taking preventive measures.	0	17	29	54	0
17. Create peoples' opinion against terrorism, theft, robbery, black marketing and drug abuse including taking preventing measures.	26	62	13	0	0
18. Undertake social forestry programme for the environmental conservation and improvement including other activities.	7	69	17	7	0
19.Coordination with and report to the concerned Zila Parishad	42	42	17	0	0
20. Coordination of all disaster management related activities	50	30	20	0	0
21. Assisting other agencies which are performing similar activities in Upazila Parishad	50	50	0	0	0
22. Introducing and encouraging e-governance.	22	22	56	0	0
23. UZP monthly coordination meeting	78	22	0	0	0
24. Presiding over TR and Food for Work related meeting	0	50	50	0	0

Table 2: Performed UZP functions rated by UNO (N=48) (Figures in table are in %)

Functions	Very good	Good	Moderate	Bad	Very bad
1.Preparation of Five Year Plan and other plans of different durations	41	39	20	0	0
2. Supervision, coordination, and implementation	41	44	15	0	0
3. Construction, repair and maintenance	22	55	19	4	0
4.Undertaking and implementation of small-scale water resources projects	67	33	0	0	0
5.Ensure services regarding public health, nutrition and family planning	48	37	11	4	0
6.Improvement of sanitation and sewerage system	38	45	13	4	0
7.Motivational work for flourishing education	50	46	4	0	0
8.Supervision and support to the concerned institutions to improve secondary and madrasa education curriculum	54	32	14	0	0
9. Undertaking activities to establish and flourish small and cottage industries	75	0	25	0	0
10. Support to the activities of cooperative societies and non government voluntary institutions and coordination of their functions	37	50	13	0	0
11. Cooperate and implement the activities of women, children, social welfare and youth, sports and culture	47	37	16	0	0
12. Undertake and implement for the improvements of agriculture, livestock, fisheries and forestry.	48	38	14	0	0
13. Discuss the activities of police department including the improvement of law and order situation in the upazila and submit a report to the higher authority on a regular basis.	60	40	0	0	0
14. Create self-employment opportunities, undertake and implement a self-initiative programme to reduce poverty.	36	46	18	0	0
15. Coordinate and monitor union parishad development activities and render necessary supports	37	41	22	0	0
16. Create peoples' awareness against the offences such as woman and child abuse including taking preventive measures.	37	57	6	0	0
17. Create peoples' opinion against terrorism, theft, robbery, black marketing and drug abuse including taking preventing	19	52	29	0	0

measures.					
18. Undertake social forestry programme for the environmental conservation and improvement including other activities.	33	50	17	0	0
19. Coordination with and report to the concerned zila parishad	25	38	37	0	0
20. Coordination of all disaster management related activities	67	27	6	0	0
21. Assisting other agencies which are performing similar activities in upazila parishad	50	33	17	0	0
22. Introducing and encouraging e-governance.	29	71	0	0	0
23. UZP monthly coordination meeting	20	50	30	0	0
24. Attending TR and Food for Work related meeting	20	80	0	0	0

Table 3: Performed UZP functions rated by UZP Vice Chair (M) (N=50) (Figures in table are in %)

	Very good	Good	Moderate	Bad	Very bad
1.Preparation of Five Year Plan and other plans of different durations	35	35	26	4	0
2. Supervision, coordination, and implementation	29	37	24	5	5
3. Construction, repair and maintenance	16	38	36	7	3
4.Undertaking and implementation of small-scale water resources projects	17	49	17	0	17
5.Ensure services regarding public health, nutrition and family planning	30	41	29	0	0
6.Improvement of sanitation and sewerage system	34	38	28	0	0
7.Motivational work for flourishing education	40	27	30	0	3
8.Supervision and support to the concerned institutions to improve secondary and madrasa education curriculum	30	49	21	0	0
9. Undertaking activities to establish and flourish small and cottage industries	50	33	0	17	0
10. Support to the activities of cooperative societies and non government voluntary institutions and coordination of their functions	31	46	15	8	0
11. Cooperate and implement the activities of women, children, social welfare and youth, sports and culture	42	58	0	0	0
12. Undertake and implement for the improvements of agriculture, livestock, fisheries and forestry.	39	50	11	0	0
13. Discuss the activities of police department including the improvement of law and order situation in the upazila and submit a report to the higher authority on a regular basis.	28	55	17	0	0
14. Create self-employment opportunities, undertake and implement a self-initiative programme to reduce poverty.	60	40	0	0	0
15. Coordinate and monitor union parishad development activities and render necessary supports	30	40	27	0	3
16. Create peoples' awareness against the offences such as woman and child abuse including taking preventive measures.	40	40	20	0	0
17. Create peoples' opinion against terrorism, theft, robbery, black marketing and drug abuse including taking preventing measures.	23	77	0	0	0
18. Undertake social forestry programme for the environmental conservation and improvement including other activities.	25	75	0	0	0
19.Coordination with and report to the concerned zila parishad	50	50	0	0	0
20. Coordination of all disaster management related activities	22	56	22	0	0
21. Assisting other agencies which are performing similar activities in upazila parishad	50	50	0	0	0
22. Introducing and encouraging e-governance.	0	50	50	0	0
23. UZP monthly coordination meeting	25	38	37	0	0
24. Attending TR and Food for Work related meeting	0	100	0	0	0

Table4: Performed UZP functions rated by UZP Vice Chair (F) (N=51) (Figures in table are in %)

	Very good	Good	Moderate	Bad	Very bad
1.Preparation of Five Year Plan and other plans of different durations	22	49	25	2	2
2. Supervision, coordination, and implementation	30	32	30	5	3
3. Construction, repair and maintenance	14	50	28	4	4
4.Undertaking and implementation of small-scale water resources projects	20	20	40	20	0
5.Ensure services regarding public health, nutrition and family planning	38	27	31	0	4
6.Improvement of sanitation and sewerage system	22	50	23	0	5
7.Motivational work for flourishing education	28	39	29	0	4
8.Supervision and support to the concerned institutions to improve secondary and madrasa education curriculum	17	54	25	0	4
9. Undertaking activities to establish and flourish small and cottage industries	0	67	0	33	0
10. Support to the activities of cooperative societies and non government voluntary institutions and coordination of their functions	20	50	10	20	0
11. Cooperate and implement the activities of women, children, social welfare and youth, sports and culture	34	32	32	0	2
12. Undertake and implement for the improvements of agriculture, livestock, fisheries and forestry.	16	53	21	5	5
13. Discuss the activities of police department including the improvement of law and order situation in the upazila and submit a report to the higher authority on a regular basis.	13	53	26	4	4
14. Create self-employment opportunities, undertake and implement a self-initiative programme to reduce poverty.	27	18	37	9	9
15. Coordinate and monitor union parishad development activities and render necessary supports	30	30	33	5	2
16. Create peoples' awareness against the offences such as woman and child abuse including taking preventive measures.	14	62	21	3	0
17. Create peoples' opinion against terrorism, theft, robbery, black marketing and drug abuse including taking preventing measures.	7	71	22	0	0
18. Undertake social forestry programme for the environmental conservation and improvement including other activities.	33	33	34	0	0
19.Coordination with and report to the concerned zila parishad	0	0	0	0	0
20. Coordination of all disaster management related activities	38	37	25	0	0
21. Assisting other agencies which are performing similar activities in upazila parishad	50	0	50	0	0
22. Introducing and encouraging e-governance.	33	0	67	0	0
23. UZP monthly coordination meeting	23	54	15	8	0
24. Attending TR and Food for Work related meeting	33	33	34	0	0

Table 5: Performed UZP functions rated by UP Chair (N=99) (Figures in table are in %)

	Very good	Good	Moderate	Bad	Very bad
1.Preparation of Five Year Plan and other plans of different durations	37	42	17	1	3
2. Supervision, coordination, and implementation	40	33	14	5	8
3. Construction, repair and maintenance	36	29	30	2	3
4.Undertaking and implementation of small-scale water resources projects	56	44	0	0	0
5.Ensure services regarding public health, nutrition and family planning	33	41	24	2	0
6.Improvement of sanitation and sewerage system	21	36	36	7	0
7.Motivational work for flourishing education	45	36	15	4	0
8.Supervision and support to the concerned institutions to improve secondary and madrasa education curriculum	39	39	22	0	0
9. Undertaking activities to establish and flourish small and cottage industries	37	37	26	0	0
10. Support to the activities of cooperative societies and non government voluntary institutions and coordination of their functions	28	33	28	11	0
11. Cooperate and implement the activities of women, children, social welfare and youth, sports and culture	35	22	43	0	0
12. Undertake and implement for the improvements of agriculture, livestock, fisheries and forestry.	15	49	31	5	0
13. Discuss the activities of police department including the improvement of law and order situation in the upazila and submit a report to the higher authority on a regular basis.	43	55	2	0	0
14. Create self-employment opportunities, undertake and implement a self-initiative programme to reduce poverty.	38	38	6	6	12
15. Coordinate and monitor union parishad development activities and render necessary supports	44	46	10	0	0
16. Create peoples' awareness against the offences such as woman and child abuse including taking preventive measures.	55	45	0	0	0
17. Create peoples' opinion against terrorism, theft, robbery, black marketing and drug abuse including taking preventing measures.	19	49	32	0	0
18. Undertake social forestry programme for the environmental conservation and improvement including other activities.	33	67	0	0	0
19.Coordination with and report to the concerned zila parishad	75	25	0	0	0
20. Coordination of all disaster management related activities	39	39	17	4	0
21. Assisting other agencies which are performing similar activities in upazila parishad	0	0	100	0	0
22. Introducing and encouraging e-governance.	12	50	13	25	0
23. UZP monthly coordination meeting	44	37	0	19	0
24. Attending TR and Food for Work related meeting	57	29	14	0	0

ANNEX- II: RATING OF INDIVIDUAL PERFORMANCE BY STAKEHOLDERS

Table I: Recalled responsibilities of UZP Chair and self-scoring on the performance (Figures in table are in %)

	Very bad	Bad	Moderate	Good	Very good
1. Shall conduct the daily administrative functions of the Parishad.	2	0	7	34	57
2. Shall preside over all Parishad meetings and will take proper action for implementation of all decisions taken in the meeting.	2	0	11	30	57
3. Shall supervise the officers-employees of the Parishad.	0	6	13	31	50
4. On behalf of the Parishad, the Chairman shall take initiative to prepare different function related proposals and programmes of the Parishad.	3	0	26	34	37
5. Shall sign all contracts that completed in the name of Parishad under the regulations of Section 30 and will take proper action under Sub-Section (2) and (3) of the same section.	0	11	0	23	66
6. In accordance with Section 44 and the serial no. 6 of fourth schedule, Chairman shall issue license and permit provided by the Parishad for different businesses, profession and occupation within the entire Upazila.	13	33	0	20	33
7. In accordance with Section 59 and fifth schedule, the Chairman shall revoke any complains related to the offences under this Rule or will take legal action for mutual disposal with the accused person.	7	0	0	41	52
8. Shall dispose any other or all functions prescribed time to time, by the government under Section 65.	0	9	22	41	28
9. Shall take proper action to file and manage police cases on behalf of the Parishad and ensure the implementation of regulations of Section 66.	8	0	0	29	63

Table 2: Recalled responsibilities of UNO and self-scoring on the performance (Figures in table are in %)

	Very bad	Bad	Moderate	Good	Very good
1. UNO shall assist and advise the Upazila Parishad Chairman to exercise his executive power.	0	0	2	44	54
2. After being authorized by the Parishad, UNO will exercise executive power of the Parishad.	0	0	0	23	77
3. UNO will provide secretarial assistance to the Upazila Parishad. As an official duty, he will be present in Parishad and permanent committee meetings, if required and participate in discussions but cannot take part in a voting.	0	0	0	30	70
4. In accordance with the regulations, UNO shall call the first meeting of the elected Parishad. Besides, he can call monthly general meetings advised by Upazila Parishad Chairman and special meetings notified urgently under requirement by at least one third members of the Parishad.	0	0	0	17	83
5. UNO will assist the Chairman to supervise or even he may also supervise all the developmental and administrative activities within the Upazila territory.	0	0	8	36	56
6. UNO will assist the Parishad to prepare and implement the Upazila joint development plan.	0	0	9	41	50
7. UNO will assist the Parishad to prepare and getting approval of Upazila Parishad annual budget. After having the approval, UNO will take action to release fund for the expenditure.	0	0	0	27	73
8. UNO will control and take disciplinary action against the officers/employees of the Parishad under the supervision and management of the Chairman. UNO, together with the Chairman, will perform the responsibility as income-expenditure officer of officers/employees.	0	0	4	46	50
9. UNO will send different reports, directed by the government, to the government or proper authority.	0	0	0	23	77
10. UNO will ensure the application of government orders and will inform the government for any disorders.	0	0	0	24	76

Table 3: Recalled responsibilities of Vice Chair (M) and self-scoring on the performance
(Figures in table are in %)

	Very bad	Bad	Moderate	Good	Very good
1. Shall act as a chair of one or multiple standing committees, and take proper initiative to implement the decisions taken in the respective permanent committees.	9	4	20	38	29
2. Shall perform as an acting Chairman in the absence of the Chairman according to sub-section (3) of section 15 of the Upazila Parishad Act.	11	0	12	35	42
3. Issues related to motivating people to extend education at the Upazila level, and to provide support on those education programmes.	0	0	19	42	39
4. Issues related to construction, repairing and maintenance of inter-Union connecting roads.	5	3	26	45	21
5. Issues related to the promotion of public opinions to stop such crimes of violence against women and children, and seize of other resisting programmes.	3	0	6	41	50
6. Issues related to social forestry and other activities for preservation and development of environment.	0	0	31	46	23
7. Issues related to ensure the enormous extension and implementation of youth, sports and cultural activities.	0	0	17	46	37

Table 4: Recalled responsibilities of Vice Chair (F) and self-scoring on the performance (Figures in table are in %)

	Very bad	bad	Moderate	Good	Very good
1. Issues related to management initiatives to ensure health, nutrition, family planning and maternal services.	0	0	16	44	40
2. Issues related to improvement of sanitation and sewerage system and management of pure drinking water supply.	0	3	38	28	31
3. Giving assistance, implementation and identification of actions to ensure the whole situational development of the female and children.	0	0	16	51	33
4. Issues related to seize of development programmes to ensure the establishment and explore of handicraft and small industries.	0	6	33	28	33
5. Create self-employment opportunities, and undertake and implement a self-initiative programme to reduce poverty.	0	5	18	50	27
6. Create people's awareness against the offences, such as woman and child abuse, including taking preventive measures	0	0	13	47	40
7. Adoption and promotion of activities regarding livestock and fisheries.	0	5	27	50	18
8. Issues related to supervision, giving assistance and co-ordination of functions that taken by cooperative and non-governmental organizations.	0	9	24	29	38
9. Adoption and promotion of activities with regard to Social welfare	3	0	16	42	39
10. Performance of govt. or other sectoral responsibilities given by the Chairman	5	5	24	24	42

ANNEX- III: LIST OF SURVEYED UPAZILAS

SI.#	DIVISION	DISTRICT	UPAZILA
1.	BARISAL	BARGUNA	AMTALI
2.		PATUAKHALI	GALACHIPA
3.		BARISAL	BAKERGANJ
4.		PIROJPUR	KAWKHALI
5.		JHALAKATHI	RAZAPUR
6.		BHOLA	TAZUMUDDIN
7.	CHITTAGONG	NOAKHALI	COMPANIGANJ
8.		LAKSHMIPUR	KAMALNAGAR
9.		CHANDPUR	UTTAR MATLAB
10.		FENI	PORSHURAM
11.		CHITTAGONG	CHANDANAISH
12.		BANDARBAN	BANDARBAN
13.		RANGAMATI	LANGADU
14.		KHAGRACHARI	RAMGARH
15.		COMILLA	BURICHONG
16.		BRAHMANBARIA	SARAIL
17.	KHULNA	KHULNA	RUPSA
18.		SATKHIRA	ASSASUNI
19.		JESSORE	SHARSHA
20.		NARAIL	KALIA

SI.#	DIVISION	DISTRICT	UPAZILA
21.		MEHERPUR	MEHERPUR SADAR
22.		MAGURA	SREEPUR
23.		KUSHTIA	KUMARKHALI
24.	RANGPUR	PANCHAGARH	ATWARI
25.		KURIGRAM	PHULBARI
26.		RANGPUR	PIRGACHA
27.		GAIBANDHA	SADULLAPUR
28.		LALMONIRHAT	ADITMARI
29.	MYMENSINGH	MYMENSINGH	GAURIPUR
30.		SHERPUR	NALITABARI
31.		JAMALPUR	MELENDIAH
32.	Dhaka	FARIDPUR	ALFADANGA
33.		GOPALGANJ	KASIANI
34.		MADARIPUR	SHIBCHAR
35.		MUNSHIGANJ	TONGIBARI
36.		NARAYANGANJ	RUPGANJ
37.		NARSINGDI	RAIPURA
38.		KISHOREGANJ	PAKUNDIA
39.		GAZIPUR	SREEPUR
40.		TANGAIL	DELDUAR
41.		RAJSHAHI	SIRAJGANJ
42.	RAJSHAHI		BAGHA

Sl.#	DIVISION	DISTRICT	UPAZILA
43.		C. NAWABGANJ	BHOLAHAT
44.		NAOGAON	PATNITALA
45.		JOYPURHAT	JOYPURHAT SADAR
46.		NATORE	GURUDASPUR
47.		PABNA	BERA
48.	SYLHET	MOULVIBAZAR	MOULVIBAZAR SADAR
49.		SUNAMGANJ	BISWAMVARPUR
50.		SYLHET	FENCHUGANJ
51.		HABIGANJ	AZMIRIGANJ