



March 2021

# ► Mid-Term Evaluation of Efficient and Accountable Local Governance (EALG) Project



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Danida



## Project Outcome/Information

Project Title	Efficient and Accountable Local Governance (EALG)	
Atlas ID	00106748	
Corporate outcome and output	<p>CPD OUTCOME 2: Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups</p> <p>CPD OUTPUT 1.2. National and local governments have the capacity to implement urban and rural poverty policies and programmes</p> <p>CPD OUTPUT 2.3 The government has the capacity to develop policies and carry out sectoral and geographical interventions in districts where inequality of progress is evident</p>	
Country	Bangladesh	
Region	Regional Bureau of Asia Pacific	
Date project document signed	<p>As per ProDoc: 2 July 2017</p> <p>As per TAPP: 9 April 2019</p>	
Project dates	Start	Planned end
	July 2017	June 2022
Project Budget	USD 7.77 Million	
Project expenditure at the time of evaluation	USD 4,845,824	
Funding source	SDC, DANIDA and UNDP	
Implementing party	Local Government Division, Ministry of Local Government, Rural Development and Cooperatives	

## Evaluation Information

Evaluation type	Efficient and Accountable Local Governance (EALG) Project Evaluation	
	Mid-Term Evaluation	
Period under Evaluation	Start	End
	January 2018	December 2020
Evaluators	Disaster Management Watch	
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Evaluation Dates	Start	End
	October 2020	March 2021

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In case of District level, respected Deputy Directors of Local Government (DDLG) and the District Facilitators (DF) of EALG project continuously provided their support while data collection and placed their views regarding the project.

At the Upazila Parishad level elected functionaries of Upazila Parishad (UZP) such as, Upazila Parishad Chairman, Vice Chairman and Vice Chairman (Woman), Women Development Forum (WDF) members; government officials of the UZP level such Upazila Nirbahi Officers (UNO), Chief Assistant of UZP, representatives of the transferred department enormously supported the project team.

Union Parishad (UP) Chairman, Members, UP Secretary made the survey team and the evaluation process smooth by their heartiest contributions. The field team could easily identify the project locations and vividly examine the project intervention with their support.

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# Prepared for United Nations Development Programme by

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9.	Research Assistant	08 Personnel
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# List of Abbreviations

AVCB	The Activating Village Courts in Bangladesh
BBG	Basic Block Grant
BDT	Bangladeshi Taka
CAPI	Computer-Assisted Personal Interviews
CBO	Community-Based Organization
CCA	Climate Change Adaption
CSO	Civil Society Organisations
DANIDA	Danish International Development Assistance
DDCC	District Development and Coordination Committee
DDLG	Deputy Director of Local Government
DDM	Disaster Risk Management
DM WATCH	Disaster Management Watch
DRM	Disaster Risk Management
EALG	Efficient and Accountable Local Governance
FGD	Focus Group Discussion
GDP	Gross Domestic Product
HLP	Horizontal Learning Programme
IAUZP	Inclusive and Accountable Upazila Parishad
JICA	Japan International Cooperation Agency
KII	Key Informant Interviews
LGI	Local Government Institution
LGRD&C	Ministry of the Local Government, Rural Development and Cooperatives
LGSP	Local Governance Support Programme
LGSP-LIC	Local Governance Support Programme – Learning and Innovation Component
MTE	Mid-Term Evaluation
MIS	Management Information System
NAPD	National Academy for Planning and Development
NGO	Non-Government Organization
NID	National Identity Card
NILG	National Institute of Local Governance
OECD	Organization for Economic Co-operation and Development
OSR	Own Source Revenue
PAPI	Pen and paper interview
PBG	Performance-Based Grant
PELG	Policy for Effective Local Governance
QCA	Qualitative Comparative Analysis
RBM	Result Based Monitoring
SC	Standing Committee
SCA	Structured Contribution Analysis
SD	Standard Deviation
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goal
SDUP	Sustainable and Democratic Union Parishad

SPSS	Statistical Package for the Social Sciences
SSC	Scheme Supervision Committee
ToR	Terms of Reference
UDC	Union Digital Centre
UGDP	Upazila Governance and Development Project
UICDP	Upazila Integrated Capacity Development Project
UNDP	United Nations Development Programme
UNO	Upazila Nirbahi Officer
UP	Union Parishad
UZGP	Upazila Governance Project
UZP	Upazila Parishad
WDF	Women Development Forum
WHO	World Health Organization
ZP	Zila Parishad

# Working Definitions

Budget of UZP	A yearly budget of UZP is to be prepared 60 days prior to each fiscal year. A copy of the budget is to be hung/published at the UZP notice board for the convenience of the UZP citizen for 15 days and consider the comments from the citizen for final inclusion.
Downward Accountability	Downward accountability entails the process by which an authority is answerable to its stakeholders. In the case of UP level, UP functionaries are held accountable to the citizens for service delivery commitments.
Effective Participation	Effective participation ensures the participants' voice in a meeting. In terms of the meetings arranged by UP and UZP, effective participation means active participation of people of all walks of life who place their demand.
Horizontal Coordination	Horizontal coordination refers to coordination in the same level for mutual understanding of roles and responsibilities. In local government, it reflects in the UZP level as the coordination between elected body and transferred department and the same implies for UP level as well.
Marginal People	The vulnerable people of a society leading miserable lives due to lack of resources and abilities.
Open Budget Session of UP	A UP must publish budget from the recommendations of Ward Shava at least 60 days prior to starting new fiscal year. Then UP have to organize open budget session in the presence of local people. UP functionaries (including UP Chairman and Members) have to clarify the priorities in the open budget meeting. The copy of the budget would be sent to UNO.
Partial treatment	Union Parishad: Sub group 2 Upazila Parishad: Sub group 3
Participation	Participation includes a mass gathering for specific purpose where interest of all is a concern. In the local government context, the term infers the participation of all classes of people in the relevant meetings organized by Local Government Institutions (LGIs).
Performance Based Grant	Union Parishad having improved service delivery mechanisms are rewarded by a grant named Performance Based Grant (PBG)
Poor	According to World Bank, earning less than USD 1.96 per person per day will be considered as poor.
Public Hearing	To ensure the transparency and accountability of the UP functionaries, the UP Chairman calls for a mass gathering where public representatives, government officials, community people, local elites, and civil society representatives participate, raise the local issues, and discuss the solution. Senior officials from District and Upazila also take part in the Public hearing as an observer.
Pure treatment	Union Parishad: Sub group 1 and 3 Upazila Parishad: Sub group 1 and 2
Socially Excluded People	Underprivileged class of people who are fully or partially deprived to various rights, opportunity, and benefits and are not living in the mainstream society



Sub group	Sub group 1: Intervention in Upazila and Union Parishad Sub group 2: Intervention in Upazila Parishad not in Union Parishad Sub group 3: Intervention in Union Parishad not in Upazila Parishad Sub group 4: Control
UP Standing Committee	A UP must form thirteen Standing Committees to perform its functions effectively, each committee conducting a meeting every two months. More meetings can be held in case of emergency. There should be 5-7 members in each of the committees. There might be a co-opt member who has expertise in relevant topics, however, will not get voting right. Elected members of UP would be the president of each committees except for law and order, where UP Chairman will be the president.
Upward Accountability	Upward accountability encompasses lower to higher level of accountability process to ensure the satisfaction of the end stakeholders. It is observed in the UP to UZP level and simultaneously to the ZP for reporting their work updates in each tiers of the local government institutions.
UZP Committee	For smooth functioning of UZP activities, UZP Vice-Chairman or member or female member in coordination are supposed to form seventeen committees having two years and six months duration, holding one meeting per two months for each committee.
Ward Shava	Ward Shava is a public engagement activity which is to be held twice a year in each ward. Community mass people from all sectors must attend the meeting. The UP functionaries should publish the date of Ward Shava publicly at least 7 days in advance. UP Chairman should ensure that the Ward Shava is taking place regularly. A Ward Member will preside over the meeting. All the issues of the Ward as well as development planning are discussed in the Ward Shava by citizen as well as elected bodies.
Women Development Forum	UNDP under its Upazila Governance Project (UZGP) and Union Parishad Governance Project (UPGP) established Women Development Forum (WDF) to empower women politically which is further supported by EALG resulting in WDF women members' improved access to participate in development debate in UZP activities and development scheme implementation under their leadership.

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# Executive Summary

In recent years, Bangladesh has made remarkable progress in terms of issues such as poverty alleviation, GDP growth rate, life expectancy, education, and food production. Yet, several research findings identified lack of quality services and governance by the Local Government Institutions at the marginal level. Lack of capacity of the functionaries, coordination with line departments, and public engagement in decision making, among others, are the catalysts in this regard. To strengthen the capacity of the Local Government Institutions, the Local Government Division has been conducting a project titled “Efficient and Accountable Local Governance” (EALG) with the technical support from United Nations Development Programme (UNDP) and financial support from Swiss Agency for Development and Cooperation (SDC) as well as Embassy of Denmark/DANIDA. This five-year project (2017–2022) aims to strengthen the Upazila Parishad and Union Parishad, as well as finding effective policy reforms for the Local Government Division. Project conducts several activities like technical support, training/orientation, policy support and knowledge management so that the targeted UPs and UZPs can operate with improved capacity to ensure effective service delivery with improved transparency, accountability, commitment, efficiency and inclusivity.

UNDP commissioned the Mid-term Evaluation to Disaster Management Watch (DM WATCH) to assess the performance of EALG against the outcome and outputs indicators; the assumptions embedded in the Theory of Change of EALG; the relevance, effectiveness, efficiency, sustainability and likely impact of the projects; assess the level of satisfaction of beneficiaries and stakeholders; the extent to which the application of the rights-based approach and gender-mainstreaming are sought; draw the positive and negative, and foreseen and unforeseen changes and effects; draw lessons learned to up-scaling and forward-looking recommendations for the next programming phase.

The study team adopted a mixed method approach, combining both qualitative and quantitative methods. The study followed OECD-DAC criteria to conduct the mid-term evaluation. The quantitative survey included “household and citizen perception” survey and institutional survey at UP and UZP levels. In total, the study collected 3850 samples from household and citizen perception survey from 222 wards under 74 Unions under 41 Upazilas under 17 districts under all the 8 divisions of the country. Institutional surveys were conducted for 40 Upazila Parishad and 74 Union Parishad. The qualitative method included 62 focus group discussions, 84 key informant interviews and 8 case studies. The findings of the quantitative and qualitative surveys were triangulated.

The study team found that the EALG project is relevant in case of local and national context of Bangladesh, sustainable development goals (SDGs), as well as, with the strategies of UNDP. The EALG project is thus aligned with the focus of Government of Bangladesh, UNDP strategic planning as well as SDG goals in case of issues such as poverty, gender equality, climate and action.

To strengthen the Upazila Parishad, the EALG project facilitated the UZPs for SDG localization. Majority (92%) of the treatment<sup>1</sup> UZPs undertook SDG localization initiatives. Moreover, in case of pure treatment<sup>2</sup> UZPs, 94% undertook the initiatives while 88% UZPs of the partial treatment areas undertook the same. Both pure treatment and partial treatment areas outperformed the control UZPs (81%) in this regard. More than half (54%) of the treatment UPs adopted climate resilient plan in their five-year plan, against their mid-term target of 20%. The pure treatment areas (57%) did relatively better than partial treatment areas (50%).

Around 58% of the UZPs in the treatment areas issued circular with provision for allowance for the participants of UZP meetings (especially the government officials). Although EALG project has not yet started to intervene in this regard the UZPs of treatment areas maintaining this activity proactively. The UZP functionaries attended several trainings of EALG also they get various suggestion from the district facilitators which might work as catalyst in this regard. Around 79% treatment UZPs coordinated their planning and activities with transferred department and District Development Coordination Committee (DDCC). Key informant interviews with officials of transferred departments also reported in favor as the functionaries’ maintaining the coordination, which was less likely seen in the past. Awareness of both elected functionaries as well as govt. officials regarding the coordination as per act helped to improve the coordination. From this we understand that regular monitoring can motivate the respected personnel to carry on the collaboration.

1 Where project provided intervention

2 Pure treatment UZP: sub group 1 and 2; Partial treatment UZP: Sub group 3

Institutional survey of UZP portrays that in terms of open budget meetings and participatory planning approach, pure treatment areas (73%) are doing better than control areas (32%). Well-articulated training from EALG plays a vivid impact on the result, which was confirmed by the key informants including UZP chairman and officers at transferred departments. The continuation of Women Development Forum (WDF) activities at UZP level is supported and backed up by EALG so far where competencies (i.e., addressing women rights, taking important decision, preventing dowry and child marriage, leadership ability etc.) of WDF functionaries are improved at 87% in terms of training and actively participating in WDF exceeding its mid-term target of 60% and achieved significant margin of comparison with baseline (28%). The respondents who attended Ward Shava, 78% of them under the treatment areas opined that marginal people placed their opinion in Ward Shava. And, 80% of the same group reported positively about the effective female participation. FGD with local women and community people also reflected the fact that women and marginalized people under treatment areas have more participatory exposure in Ward Shava than those under control areas.

Around, 87% treatment UPs have operational standing committees, way above its mid-term target of 30%. Moreover, the Standing Committees were not formed maintaining the proper guideline before the project interventions in many areas. Qualitative findings revealed that, EALG training helped the UP functionaries to revise the Standing Committee members. Majority (93%) of the treatment UPs conducted open budget meetings where the baseline was at 43%, thus, having positive impact of EALG. UPs under pure treatment<sup>3</sup> (92%) did better than those of partial treatment (75%) and control areas (50%). One of the respondents of the key informant interviews in the treatment areas reported that the spontaneous participation of the community people was overwhelming compared to the past events. EALG rejuvenates the Public Hearing by solving a number of compliant issues instantly at UP level. Around 75% UPs in sub group one arranged public hearing which surpasses all other sub groups. Key informant interviews like Deputy Director of Local Government (DDLG) were found enthusiastic to adopt the strategies that EALG undertakes.

To ensure downward accountability, preparation of citizen charter and showcase it- is an important tool where treatment areas (98%) are ahead of control areas (79%). From the household and citizen survey, it was found that citizens were more likely satisfied (80%) with the services from UP (such as: birth registration, Chairman's certificate, social safety net allowance and resolving conflict) in the project areas that is higher than baseline. The project helped to publish UZP and UP annual report, five year plan as well as increased the performance based grant significantly. The EALG project enabled the UPs to perform better and receive engendered Performance Based Grant (PBG) compared to previous years. While in 2018-19, on average the UPs received BDT 351825, in 2019-20 the average increased to BDT 459273. On average the PBG increased by around 31% in the treatment UPs..

To clarify the roles and responsibilities of the LGI tiers, EALG project aimed to conduct policy level dialogue with the line ministries. The delayed inception and limited interventions in the initial years as well as COVID-19 pandemic hindered the the policy level dialogue. Yet, within the mid-term, the project has some remarkable achievements. The project has conducted a study regarding integrated planning process at UZP and UP level. Because of the advocacy of the project, LGD has approved (i) ToR for 17 UZP committees, (ii) Annual Reporting Guideline of UZP, (iii) Annual Reporting Guideline of UP, (iv) Operational Guideline of WDF, (v) revised Upazila Revenue Fund Utilization Guideline, and (vi) Issued two official letter for updating UP and UZP's website.

The policy papers along with the studies have been drafted to conduct advocacy with LGD. However, tools of UZP service delivery oversight for at least three transferred departments, public financial management manual, dialogues with political parties and policy maker for the provision of at least 30% women in political party governance structures, legal reforms for improved participation as well as dialogues with policy makers for addressing priority for effective local service provision has not yet been completed. KIs with the programme officials reported that some of the initiatives are under process and some of them needs to be reviewed for change.

The survey team found that the policy for effective local governance component utilized the least portion of budget (72%) for the project intervention. Other than that in case of efficiency, overall the project performed well in case of disbursement despite the odds (COVID-19 pandemic). The EALG project repurposed its budget towards COVID-19 interventions, a very significant prompt intervention (providing preventive materials, awareness raising, establishing hand washing facilities, helping to appoint focal person etc.) from the project.

The impacts of the project interventions are also visible at the community and institutional level. More poor people in the project areas are satisfied with the UZP and UP services compared to that of baseline as well as control

3 Pure treatment UP: sub group 1 and 3; Partial treatment UP: sub group 2

areas. The situation is similar in case of women participation as well. The study considered the participation of women effective if they place their opinion in the activities. The transparency of the bureaucracy was also ensured as around 95.2% of the treatment UZPs coordinated with transferred departments in various issues. In case of public engagement strategies (83%) and effective participation of Vice Chairman (Woman) in UZP decision making (67%), the project intervention areas are performing much better.

In case of coherence, the EALG project maintained coherence with other ongoing projects such as UICDP, UGDP and AVCB-II. There is still scope for the project to collaborate with AVCB-II project to conduct awareness training to the citizens. At the mid-term evaluation, it is difficult to conclude about the sustainability of the project interventions and practices. However, there is an indication from the higher officials of the Local Government Division that government will be welcoming co-financing the EALG project to continue its activities.

Based on the quantitative findings, qualitative interviews, discussions and observation, the study has identified few learnings that are important for the future. Collaboration with the CBOs and CSOs is beneficial for the community people and helps the LGIs to conduct many social works. Coordination among stakeholders has been improved due to improved monitoring from the respected DDLG, EALG project management unit, UNDP and DF. Monitoring from the DDLG might be beneficial even after the end of the project time span. The project team is already working with the respected DDLG to regularize it. With the technical and financial support as well as continuous monitoring, it is possible to regularize the annual report and 5-year planning. Refreshment allowance plays a significant role in case of citizen engagement. The effective participation of the citizen works in three steps modalities. In the first step, women and marginal people from every sphere of society only joined in the meetings. Soon in the second steps, they feel free and after the ice breaking, start to demand their own individual needs. In the third steps people actually understand the value of the Ward Shava and Open Budget and can provide opinion as a collective format.

In case of financial strengthening, UP functionaries have apathy to collect holding tax considering their political career. People also do not have proper awareness regarding the fact that paying the holding tax will ultimately strengthen their Union Parishad and provide better service. To increase the tax collection, some steps can be taken such as: declare the taxes as prerequisite for getting any services from LGIs, increase the allocation of PBG, aware the LGI functionaries about the benefit of improved tax collection and motivate the tax payers through awareness and burgeoning transparency in terms of spending the fund collected from the taxation. In case of coordination with the government departments, there is a hierarchy problem as elected representatives and government officials sometimes undermine each other's opinion in different issues. Moreover, collaboration with the line ministries face challenge regarding the availability of the all the departments at a same time. The recommendations of the mid-term evaluation include, but not limited to, continuation of the monitoring of EALG project, follow up meeting, revision of result framework due to time constraint, integrated MIS for monitoring, live streaming of the public engagement activities of the UPs and UZPs, maintain holding and other taxes as a pre-requisite for services from UPs and UZPs, increase human resources, and setting priorities in inauguration training.

# Chapter 1: Introduction

## 1.1 Background of the Project

Bangladesh has made tremendous progress, backed up by sustained economic development in alleviating poverty. The poverty rate decreased from 44.2 in 1991 to 13.8 percent in 2016-17 based on the international poverty line of \$1.90 per person per day<sup>4</sup>. In parallel, life expectancy, literacy rates and per capita income and food production have been increased significantly. Progress was underpinned by 6 percent plus Gross Domestic Production (GDP) over the decade and reaching 7.3 percent in 2016-17.<sup>5</sup> Despite these impressive performances, around 40 million people still live below the poverty line. Sustainable growth of income and poverty disparities within as well as across regions is also evident over the years. Several factors hinder the progress in the delivery of basic services. Among them, a major determining factor is the absence of a well-functioning Local Government Institution (LGI).

There are three types of LGIs in Bangladesh i.e., urban LGIs, rural LGIs, and hill district LGIs. The urban LGIs are single-tiered and comprise 12 City Corporations and 323 Municipalities<sup>6</sup>. The local government system in Bangladesh has evolved within a three-tier framework – Union Parishad (UP), Upazila Parishad (UZP), and Zila Parishad (ZP) – first envisioned in the colonial-era through the Bengal Local Government Act of 1885. However, an effective three-tier local government system is hardly functioning in accordance. The Local Government (Upazila Parishad) Act 1998 and subsequent amendment in 2011 placed 17 government departments under the UZPs. All government departments and extension officials are operating under the central government structure, as local officials of the central government accountable only to the concerned ministries and agencies of the Government of Bangladesh.

All these LGIs are managed by the Ministry of the Local Government, Rural Development and Cooperatives (LGRD&C). Within the LGRD&C there is a separate Division, called the Local Government

Division (LGD) that coordinates the affairs of these LGIs. Additionally, there are three Hill District Councils (Parishads) comprising of the three districts of the Chattogram Hill Tracts; Bandarban, Khagrachari and Rangamati; are available for special-purpose. These Parishads are supervised by the Ministry of Hill Tracts Affairs<sup>7</sup>.

Local Government Institutions in Bangladesh provide essential services to meet the diverse needs (i.e., good governance, roads and infrastructure development, prioritizing female participation in development work, safe water and sanitation training, improving the standard of living, birth and death registration, solid waste management, etc.) health and nutrition, education of their inhabitants and to drive progress on many development measures. However, a few municipal governments across Bangladesh have the capacity, resources or experienced personnel to keep up with the needs of this rapidly evolving country<sup>8</sup>.

Since the emergence of the country, it can be pointed out easily that units are being used by the periodical government for their own political gains<sup>9</sup>. Consequently, the local government bodies had rarely been independent in Bangladesh. Moreover, most of Bangladesh's Local Governments are highly dependent on a historically centralized national government system. Most of their funding comes from the central government (largely using development aid), and it is barely sufficient to address all sorts of needs. Less than one percent of Bangladesh's gross domestic product (GDP) funds 85 percent of local government development expenditures, and local governments generate very little of their own revenue, especially compared to that of their counterparts in other low-GDP countries<sup>10</sup>. Though the LGI's spending as a share of GDP increased from 0.67 percent in 2001 to 1.1 percent of GDP in 2013, it is around five times lower than the developing country's average. In Bangladesh, spending by LGIs accounts for 7 percent of the total government

4 The World Bank in Bangladesh. Retrieved from The World Bank: <https://www.worldbank.org/en/country/bangladesh/overview#1>

5 <https://www.worldbank.org/en/results/2018/11/15/bangladesh-reducing-poverty-and-sharing-prosperity>

6 Mansura, D. A., & Ahsan, T. (2019). Bangladesh local government public financial management systems assessment. Dhaka: The Government of Bangladesh, The World Bank and Swiss Agency for Development and Corporation. DOI: [10.13140/RG.2.2.18925.84964](https://doi.org/10.13140/RG.2.2.18925.84964)

7 [World Bank \(2019\) Local Government Public Financial Management Systems Assessment](https://www.worldbank.org/en/results/2019/07/07/bangladesh-local-government-public-financial-management-systems-assessment)

8 <https://www.worldbank.org/en/results/2016/10/07/bangladesh-empowering-local-governments>

9 Rahman, M. Moksuder and Zaman, Nasima, "Political and Local Self-Government in Bangladesh: The Historical Perspective", Social Science Journal, vol.9. Julv. (2004).

10 <https://www.worldbank.org/en/results/2016/10/07/bangladesh-empowering-local-governments>

expenditure, whereas on average it is 19 percent in developing countries and 28 percent in industrial countries. The relatively low share of LGI spending in the government's total expenditure indicates limited fiscal decentralization<sup>11</sup>.

The effective functioning of the Local Government Institutions has even deteriorated to the extent that major local government bodies like the large City Corporations in Dhaka and Chattogram suffer from serious service delivery bottlenecks and the quality of service delivery is generally unsatisfactory, despite their immense potential in revenue generation. It is primarily because these city corporations/municipalities could not generate the needful revenues. Their taxation authority and tax base have been limited and their operational structure has not been updated. They have a lack of major wings for resource mobilization, except for budgetary transfers.<sup>12</sup>

The devolution of real power to localities is considered as one of the powerful mechanisms to establish effective Local Government Institutions (LGIs). Effective local institutions can formulate and implement policies in line with the citizen aspirations that can improve the quality of public services, and thereby promoting local development<sup>13</sup>.

Boex et al. (2002) argued in favor of effective local government bodies for several reasons. First, the implementation of any poverty reduction strategy requires improved access to and delivery of basic local public goods and services (primary education, health, water, sanitation, road access, flood protection and drainage, etc.). Second, local government is in an advantageous position with regard to financing, planning, management, and oversight of these local public goods and services (if not necessary in their actual delivery). Third, local democratic governance mechanisms can be created for local government. They may ensure positive interaction between citizens, civil society, government departments, and the private sector.

The local representatives of a local body, based on democratic ideas, can promote the greater socio-economic emancipation of the people of the country (Khan, 2014)<sup>14</sup> that largely depends upon the maximum utilization of its people, both men and women for aggregate development. Though women constitute half of the total population of Bangladesh, their participation in both electoral and representation in politics was insignificant (Siddiqui and Kamal, 1995).<sup>15</sup> However,

women's equal right to participate in governance is the constitutionally entrenched fundamental right and is repeatedly affirmed in a series of legislation in Bangladesh is changing the overall scenario (Ahmed et al. 2001)<sup>16</sup>. The Upazilas, an ideal unit for development are the focal point of local governance structure in Bangladesh with its Upazila Parishad system dependent on the grants from the national governments to achieve economic self-reliance. As per the law, the Parishad will be comprised of elected representatives and government officials who are transferred at Upazila. The recommendation of the committee for Administrative reform, and Reorganization (CARR) outlined the Upazila Parishad system during 1983. At the Union level, the Union Parishads continued to exist consisting of a elected chairman, nine members and three nominated women members along with a Union Parishad secretary to assist in administering the Union Parishad office.

Literature suggests that lack of political, administrative and financial autonomy, weak governance, poor capacities, and lack of citizen's participation in LGI activities have been major constraints of the effective functioning of LGIs. Accordingly, a comprehensive reform of LGIs is a huge challenge in the political economy. Eventually, it will be crucial to address as Bangladesh aspires to seek upper-middle-income status by FY 2031 and higher-income status by FY 2041. It is worth mentioning that, strengthening local governance has been a key focus of not only the Government of Bangladesh but also different donor agencies. Considering the importance of the issue, United Nations Development Programme (UNDP) has been working to strengthen the local governance system in Bangladesh for more than a decade. UNDP lead support projects to the LGIs have played an important role in reforming the Union Parishad (UP) and Upazila Parishad (UZP) tier of government.

UNDP-led support to the LGIs has played a key role in reforming the UP and UZP tier of government. Achievements and lessons learned of the UPGP and its predecessors: The Sirajganj Local Government Development Project (2000-2006) and the Local Government Support Program – Learning and Innovation Component (LGSP-LIC) (2007-2011), have introduced significant innovations such as formula and performance-based block grants, participatory planning and budgeting, standing committees, Women Development Forums (WDFs), and introduction of

11 <https://www.worldbank.org/en/news/press-release/2019/06/27/for-higher-growth-bangladesh-must-modernize-public-financial-management-in-local-governments>

12 Baseline Research of EALG Project. 2019

13 UNDP (2009) Local governance and decentralization, available at: <http://www.europeandcis.undp.org/governance/ladc>

14 Nazneen Islam Khan, 201. Gender and Local Governance: Experiences of Women Representatives in Bangladesh

15 Siddiqui and Kamal, 1995, Local Government in Bangladesh, 2nd edition Situation of women in Bangladesh: Country Briefing Paper-ADB.org Pg. 1-17

16 Ahmed, Shafi and Nabi, Bela, 2001. One Decade of Bangladesh under Women Leadership. Alochana Magazine

Rights to Information (RTI) and citizen charters in the UP Act. Uniquely close cooperation with the LGSP has been instrumental in up scaling these innovations. The Upazila Governance Project (UZGP) has played a crucial role in supporting the Upazilas' reintroduction as proper LGs managed by elected councilors. While still struggling to emerge as an independent government entity, the support rendered by the UZGP has already contributed to improvements in the regulatory framework, build capacity among key actors in the UZPs, and piloted planning, finance, and budgeting tools.

Most importantly, formula and performance-based grant systems piloted by the UZGP have become an essential catalyst for achieving project objectives with local governance, pro-poor development planning, MDG service delivery, and increased own-source revenues (OSR) mobilization. Despite the UP and UZP reforms and the support rendered from the projects above, it is widely recognized that the reform process is still in its infancy and that the transformation towards real decentralization is 'unfinished' business (7th Plan). The policy studies funded by UZGP and UZGP recommend that the future LGSP should pivot around the UZP level as the significant development and service providing entity, but an explicit long-term vision in this regard has yet to emerge.

At present, UNDP in collaboration with SDC and DANIDA is conducting a project titled EALG to strengthen the capacity of UPs and UZPs. The EALG project is also planning to support UZP and UP to improve service delivery through improved governance.

This five-year project (July 2017 to June 2022) has three major program components i.e.,

- Inclusive and Accountable Upazila Parishad (IAUZP: Component-1);
- Sustainable and Democratic Union Parishad (SDUP: Component-2) and
- Policy for Effective Local Governance (PELG: Component-3) to strengthen overall decentralization and devolution process.

The project aims to strengthen the capacities of Local Governments and other stakeholders to foster participatory local development service delivery for the SDGs (especially achieving the goals and targets of 1, 1.3, 4, 5, 6, 11-b, 15 and 16.7). The design of the project followed a theory of change and maintained a result framework. Along with the framework, there are specific sets of targets to be achieved within a given period.

Since 2018, with the support of EALG, WDFs addressed early marriages, sexual harassment, and VAWS and mobilized money under 3% ADP allocation, and provided IGA training and inputs to poor and vulnerable women. EALG encouraged young researchers on local governance and produced studies on various issues. For the first time, EALG introduced a systematic public hearing to enhance accountability and public engagement. In addition, EALG introduced a systematic and innovative annual reporting structure for both

UP and UZP which enhanced their transparency and accountability to the people and relevant stakeholders. EALG strengthened SDG localization process both at UP and UZP by preparing and publishing their annual and five-year plan book. All the EALG intervention UPs organized Ward Shava and Open Budget sessions where poor, youth, and women attended and raised their voices. EALG is working with low-performing UPs and after its interventions, a total of 55% UPs improved their performance and received block grants from LGSP III.

Strengthening local governance has been a key focus of the government of Bangladesh and different donor agencies. Considering the importance of the issue, UNDP has been working to strengthen Bangladesh's local governance system for more than a decade. UNDP-led support projects to the LGs have played an essential role in reforming the Union Parishad (UP) and Upazila Parishad (UZP) tier of government.

During 2012-2016, UNDP supported to strengthen the capacity of 487 UZPs over the country through Upazila Parishads Governance Project (UZGP) but the project has had 65 Pilot Upazila under 7 District of 7 Division. The project has provided essential value additions to the development of the UZP by strengthening its functional capacities and planning and budgeting systems, ensuring consistency with MDG orientation and pro-poor service delivery. Realizing the essence of more interventions and considering the experience of UZGP and other donor-supported projects, several issues were identified to give special considerations after closer of UZGP. Like the UZGP, the Union Parishad Governance Projects (UPGP) project (at 564 UPs under 7 District of 7 Division) dealt with pro-poor service delivery for the MDGs, particularly ensuring people's participation in planning and budgeting process and strengthening UP's overall governance system by providing performance based grants (PBG) at Union Parishad level. Besides, the UZGP and UZGP aimed to strengthen the national capacity for effective policy review, monitoring and capacity development of local government institutions (LGIs) to enhance the quality process of local governance. The Impact assessment (2017) of UZGP and UZGP stated that, the experiences of UZGP and UZGP have strongly provided solid evidence of institutional achievements. Both projects should continue at least for one more phase and undertake few more innovative approaches to good governance and consolidate the tested tools with new interventions and experimentations. As a result, UNDP collaborated with SDC and DANIDA and planned to further support Upazila Parishad and Union Parishad through one project -titled EALG to carry forward the lessons learned and good practices achieved by UZGP and UZGP.

The EALG project works with 251 weaker UPs in the selected 9 districts under SDUP Component. The districts have been selected from areas impacted by climate change and frequently affected by disasters like

cyclones, flash floods, regular floods, drought, etc. Due to the budget constraints, 2 UZPs have been chosen from 9 districts from 08 divisions under the IAUZP component. From each of the eight districts (except Cox's Bazar), 30 weaker UPs have been selected to provide support under the SDUP component, while for Cox's Bazar district, all 11 UPs were chosen from 2 UZPs affected by Rohingya influx under IAUZP Component. Thus 18 Upazilas and 251 UPs from 9 districts have been selected together with the government considering the following criteria:

- 1 Representative sample of poverty levels (proportion of population below the upper and lower poverty line) of Bangladesh: Districts from different poverty levels have been selected, but a poverty bias has been allowed to ensure the sample represents Bangladesh's district poverty profiles.
- 2 Inclusion of 4 former UZGP and UPGP districts: Continue building the successful grounds built under the UZGP and UPGP project to showcase sound and well-proven models for replication.
- 3 Besides, EALG through its 1st PSC meeting held on 28 June 2018 taken approval of low performing UZP (16) and UP (240) as the project intervention areas. The performance based grants (PGB) has been providing to best performing UPs and UZPs through most of the local government projects. In this regard, low performing LGIs needs special backstopping support on the way of their advancement and compete with other best performers. Otherwise, a long gap can be created between best and low performing UPs and UZPs. Considering the reality and make an instance in local governance, EALG selected low performing UPs and UZPs which has been assessed by third party under LGSP III and UGDP.

#### **Brief Points on Governance Improvement under EALG, UPGP and UZGP implemented by UNDP**

##### **EALG:**

- ✓ Eighteen Women Development Forums (WDFs) under EALG in 2020 addressed 139 early marriage and 89 sexual harassment and 111 other types of violence in their locality
- ✓ WDFs mobilized USD 50,800 in 2019-20 fiscal year under 3% ADP allocation and provided IGA training and inputs to 199 poor and vulnerable

women.

- ✓ EALG encouraged 52 young researchers on local governance and produced 32 studies on various issues
- ✓ Upazila Parishad Vice-Chairs (women) and UP women members led to implementing 21% and 30% of the total UZP and UP schemes respectively in 2020.
- ✓ For the first time EALG introduced a systematic public hearing at 47 UP level to enhance accountability and public engagement. Through the hearing a total of 443 issues raised by the citizen and instant initiatives were taken to resolve 128 (29%) issues.
- ✓ 100% UPs organized Ward Shava sessions where poor (15%), and women (40.1%) attended and raised their voice.
- ✓ 100% Upazila under EALG organized open budget sessions and published their budget timely where women (36%), poor (8%) and youth (17%) attended and raised their voice
- ✓ EALG is working with low performing UPs and after its interventions, a total of 57% UPs (136) improved their performance and received block grants from LGSP-3 for 2019-20 fiscal year

##### **UPGP:**

- ✓ In project UPs 40 percent of the household expressed satisfaction over the performance of UP which demonstrates a significant improvement over the baseline where only 23 percent of the households expressed satisfaction over the UP performance.<sup>17</sup>
- ✓ Participation of poor households in local planning has moved from 4% in 2012 to 36% in 2015 and Local revenue mobilization has increased by about 103% in 2015 over the base mobilization in 2012.<sup>18</sup>
- ✓ 65 percent of the project area UPs and 55 percent of the control area UPs undertook development projects financed from the own source revenues they mobilized.<sup>19</sup>

##### **UZGP:**

- ✓ Under the govt. circular on 3% allocation for WDF<sup>20</sup> a total of 81 development schemes focusing on socio economic issues were implemented in 65 UZPs under selected 7 Districts. The schemes mobilized over 12 million BDT through which 32957 people were directly benefitted. Similar schemes are also being implemented under the

17 Impact evaluation report of UZGP and UPGP . P: 76

18 Impact evaluation report of UZGP and UPGP. P: 83

19 Impact evaluation report of UZGP and UPGP. P: 118

20 Issued govt. circular by LGD on 3% allocation of UZP Annual Budget for WDF and 25% schemes implementation by women representatives in the Parishad, 31th May 2015, Record no.-46.45.020.09.06.006.2015-580.



- leadership of WDF across the country even after the phase out of UZGP.<sup>21</sup>
- ✓ In project Upazilas 62 percent of the respondents expressed satisfaction over the quality of services they receive while in control Upazilas 42 percent of them expressed satisfaction.<sup>22</sup>
  - ✓ UZGP provided capacity building and technical support on improving UZP's planning and budgeting process. The project supported a total of 256 UZPs in developing their Annual and Five-Year Plan focusing on MDGs.
  - ✓ Overall, 82.9% women representatives expressed their participation in UZP level has been increased through WDF.<sup>23</sup> It is also evident in MTE that the project has improved women's participation in local government through rollout of WDFs and CB support to female leaders.<sup>24</sup>
  - ✓ Upazilas under UZGP implemented a total of 554 MDG focused schemes between 2013-2016 and covered 1734067 beneficiaries directly of which 835874 were women (48%).<sup>25</sup> Project M&E data reveals, out of 554 schemes, a total of 120 were absolutely addressed the needs and priorities of women and girls.<sup>26</sup>
  - ✓ Project M&E reports since 2014-16 reveals, WDF addressed 892 early marriages, 440 dowries, 293 sexual harassment and 568 other types of violence.
  - ✓ Under UZGP, 7 policy recommendations generated by the project have been incorporated in the 7th five-year plan.<sup>27</sup> It is to mention that, the project has drafted 7 Rules and 4 of them vetted by Ministry of Law. Due to strong advocacy by UZGP, the Local Government Division issued a Circular in 2015 urging the LGIs to ensure that at least 25% of local development projects were implemented by women and 3% ADP allocation for WDF.<sup>28</sup>
  - ✓ UZP revenue growth has also been impressive. Average revenue size (i.e., 18 million BDT) of project UZP is substantially higher than the average revenue size of control UZP (i.e., 9 million BDT). The project has achieved value for money – the estimated relative BCR has been recorded as 8.1% in UZGP and 18.5% in UZGP. Such high values suggest the project has been very successful in achieving value for money. Poverty estimates suggest that the incidence of poverty in project households has reduced by about 5 percentage points in project household compared to the control household.<sup>29</sup>

## 1.2 Types of Project Interventions

The EALG project conducted intervention to achieve different output and outcome indicators regarding strengthening UZP, UP and policy for effective local governance. To strengthen the horizontal coordination of UZP committee with line departments and to build up oversight capacity and upward accountability with the District Development and Coordination Committee the EALG project provided training of trainers (ToT) for master trainers and training to UP and UZP functionaries on SGDs, organize stakeholders' consultation workshops, annual workshops for each district on coordination. Also, the project provided intervention such as District Level Annual Coordination Workshop, Six Monthly Review meeting at District level

and Periodic Coordination meeting at UZP level.

Through effective and inclusive public engagement mechanisms and practices the project to strengthened downward accountability of the UZP Committees. To achieve that the project supported Upazilas in piloting open budget sessions, enhance citizen's awareness on UZP & UP and in conducting public hearing.

With the aim of strengthening the ability of Vice Chairman (Woman) of Upazila Parishad to fulfil their role and duties in council work, the project enhanced the capacity of WDFs and women leadership through organizing bi-monthly meetings, training and learning visits.

21 Brief on Gender Responsive UFF Schemes (A in-house study done to extract gender responsiveness through UFF scheme), 2017, P: 2

22 Ibid, P: 211

23 A Research on the Women Development Forums (WDFs): A Platform for Strengthening Local Government Institutions (LGIs). Pranab Kumar Pandav. December 2016. P: 29

24 Mid Term Evaluation Report, UZGP & UZGP, December, 2014, P-124.

25 Impact Assessment of Upazila Governance Project (UZGP) & Union Parishad Governance Project (UPGP), Dr. Salahuddin M. Aminuzzaman and other, Department of Public Administration, University of Dhaka. June 2017, P: 165

26 Brief on Gender Responsive UFF Schemes (A in-house study done to extract gender responsiveness through UFF scheme), 2017, P: 2

27 Ibid, P: 226

28 Circular on the allocation for women/WDF. LGD. 31 May 2015.

29 Impact Assessment of Upazila Governance Project (UZGP) & Union Parishad Governance Project (UPGP), Dr. Salahuddin M. Aminuzzaman and other, Department of Public Administration, University of Dhaka, June 2017, P: 209

To strengthen the capacity of targeted UPs-training, workshop and learning visits were organized, supported UPs in publishing Plan Book or Annual Report. In addition, periodical coordination with field staff of line agencies at UP level were implemented. Furthermore, IEC Materials (fact sheet on role and responsibilities of UP, SC, Ward Shava, Open Budget session, etc.) and development of MIS software for monitoring of UP & UZP activities was also in the pipeline for implementation. To ensure that UPs are increasingly investing in climate resilience plan and activities by identifying and prioritizing resilience measures in the UP development plan and their implementation, the project aware UP functionaries on climate resilience. In addition, the project also carried out awareness campaign on gender equality and violence against women at UZP level.

For ensuring participation of poor and marginalized citizens, including women, and to empower them to make decisions on local development and politics, the project provided technical assistance to hold Ward Shava and open budget for selected UPs. Also, the project provided orientation on right to information (RTI) and organize orientation workshop on Anti-corruption Act with UPs and UZP functionaries. The project also developed policy brief on local resources mobilization and provided support to Policy Advisory Group (PAG) Meeting to ensure that the planning and financial system of UP, UZP and Zila Paishad is integrated and supplemented with each other. Further,

the project provided research grants to four institutions (i.e., NILG, IBS, BARD & CGS) for encouraging 52 young researchers to conduct 32 researches on LGIs and carried out consultation and sharing workshops on research findings and recommendations on LGIs. The initiatives were public engagement strategies to overcome institutional and structural challenges.

With the intention of strengthening the UP/ UZP committees and inter-ministerial coordination committee for better performance, the project planned to review roles and responsibilities of line agency committees and UP/UZP standing committees and develop ToRs and guidelines for Standing Committees. In addition, the project also intended to conduct study on identifying policy recommendations and developing strategies for implementation and advocacy for rural LGIs in Bangladesh. The project supported Upazila Parishad in publishing Plan books, Installation of SDG information board at UZP and UP levels. The project hired a National Consultant for photo documentation, article writing and for producing audio and visuals. Community radio, media, youth clubs, CBOs, CSOs, WDF and community leaders were also planned to be capitalized for social cohesion. As the project conducted advocacy at policy level, LGD has approved (i) ToR for 17 UZP committees, (ii) Annual Reporting Guideline of UZP, (iii) Annual Reporting Guideline of UP, (iv) an Operational Guideline of WDF, (v) revised Upazila Revenue Fund Utilization Guideline, and (vi) issued two official letter for updating UP and UZP's website.

### 1.3 Stakeholders' Information

The project has different stakeholders at different tiers including national and local level. National level includes higher officials of the Local Government Departments while local level includes various stakeholders such as, Deputy Director of

Local Government, UNO, DF, UZP Chairman, UZP Vice Chairman, UZP Vice Chairman (Women), UP Chairman, UP Member and Secretary. Moreover, donors and UNDP officials are also included with the project intervention.

Table 1: Stakeholders' Information

Stakeholders' Information	EALG
Local Government Division (LGD)	Policy level attachment and dialogues; project implementation; publishing circular regarding project issue.
SDC	Acting for funding channel for EALG project component Inclusive and Accountable Upazila Parishad (IAUZP); monitoring the project activities.
DANIDA	Provide fund for EALG project component Sustainable and Democratic Union Parishad (SDUP); monitoring the project activities.
Deputy Director of Local Government (DDLG)	Facilitate the EALG intervention by directing the UNO, UZPs and UPs
UNO (Upazila Nirbahi Officer)	EALG work with UNOs for training of UZP staffs about project components
UP,UZP Chairman Elected Representatives	EALG provide capacity building training to them; the functionaries ultimately implement the activities at the local level.

Stakeholders' Information	EALG
UP Standing Committees, UZP Committees	Prepare guidelines and provide subjective training to build effective service delivery oversight.
WDF	EALG provide training on WDF functions and leaderships.
UP Secretary	Provide wide array of training on budgeting, arranging Ward Shava, citizen charter, public hearing, publishing annual report, five year plan.
Chief Assistant UZP	EALG delivers a specific guideline on UZP activities like open budget meeting, inclusion of climate resilient measures in five-year plan, arranging UZP committee meeting, publishing annual and five year-plan.

## 1.4 Scopes and Objectives of the Mid-term Evaluation

The present study intends to conduct the mid-term evaluation focusing on specific objectives, OECD DAC criteria and evaluation questions. To attain these, the methodology is discussed in following part. Here the evaluation scope, objectives, evaluation criteria and evaluation questions are discussed below.

### 1.4.1 Evaluation Scope

To achieve the final long-run targets of the project it

is also important to focus on the short-run targets. The project conducted baseline research and to examine in particular results at the outcome and/or output level focusing on the overall implementation process during 2019. At this point of the project's life span, a mid-term evaluation study is obvious for determining whether the achievements of the project's outcome/output are on the right path or any adjustment is required. It would be beneficial for the better achievements of the aims of the EALG project.

### 1.4.2 Evaluation Objective

The overall objective of the mid-term evaluation is to assess the progress of the EALG project so far compared to its baseline and targets set up in the results framework. The specific objectives of the EALG mid-term evaluation are as follows:

- To assess the performance of EALG since its commencement in 2018 to date against the outcome and outputs indicators as set out in the Results Framework
  - To examine the assumptions embedded in the Theory of Change of EALG and assess the relevance, effectiveness, efficiency, sustainability and likely impact of the projects drawn from its design and implementation;
  - To assess the level of satisfaction of beneficiaries and stakeholders with the program's results so far;
- To assess the extent to which the application of the rights-based approach and gender-mainstreaming are sought;
  - To draw the positive and negative, and foreseen and unforeseen, changes and effects driven by project-supported interventions;
  - To draw lessons learned and good practices for replication and up-scaling and provide forward-looking recommendations for the next programming phase;

### 1.4.3 OECD-DAC Evaluation Criteria and Questions

The study followed the OECD framework to conduct the mid-term evaluation. All the objectives of the mid-term evaluation are achieved based on the framework. This theory-based framework has six criteria- Relevance, Effectiveness, Efficiency, Impact, Coherence and Sustainability. Each of the criteria of the OECD framework has a specific purpose and looks into different dimensions of the project. Relevance includes evaluating the importance or rationale of the project. Comparing the progress against target and baseline and information postulates the effectiveness. Through

efficiency evaluation, the study tried to illustrate the efficient usage of resources. The major changes due to project intervention have been identified via impact. Whether the study has any double-counting, regarding interventions, with other projects or not and how collaboration can be achieved has been discussed in coherence. Using sustainability criteria, the study team has tried to understand the capacity of the targeted components (LGIs and LGDs functionaries and institutions) to continue the positive practices.

Table 2: OECD framework<sup>30</sup>

Criteria	Focus	Specific Questions
Relevance	Evaluate importance or rationale of the project considering local and national requirements/priorities	To what extent are EALG implementation approach/ methodology aligned with the current Bangladesh contexts, including both national contexts and local conditions of the project intervention areas.
Effectiveness	Compare the progress against set target and baseline information	To what extent has the project been on track so far towards achieving its planned goal and objectives as per the approved results framework.
Efficiency	Economic viability and precise use of resources of the project	How efficiently has the project spent the available budget so far as per Prodoc and annual work plan?
Impact	Identifying major changes brought through project intervention that are consistent with overall goal of the project	To what extent is the project contributing to institutional changes in the UPs and UZPs in the medium-long term? Also, how the project intervention impacted the citizen's service receiving.?
Sustainability	Identifying the capacity of the target group to ensure the continuation of the positive changes	To what extent are institutional and individual capacities improved by EALG's supports sustainable? How did the project consider the necessary institutional arrangement of the government stakeholders/partner organizations to be set up to make the project's impact sustainable over the longer-term?
Coherence	Identifying whether the project maintained coherence with different stakeholders	How and to what extent EALG maintained coherence with institutions and individuals?

30 <https://www.oecd.org/development/evaluation/dcdndep/47069197.pdf>

## Chapter 2: Methodology

### 2.1 Study Framework

From the theoretical perspective, this mid-term evaluation followed mainly the OECD DAC criteria. However, structured contribution analysis and qualitative comparative analysis were also followed to shape the findings from the field and secondary review.

#### 2.1.1 Structured Contribution Analysis

Along with the OECD DAC criteria for evaluation, the mid-term evaluation has undertaken “structured contribution analysis” (SCA) to assess the contribution of EALG’s activities regarding the project objectives. This framework helps the evaluation team to achieve the first four objectives of the study. Contribution analysis hardly illustrates the contributions of an intervention rather it enables to understand whether the interventions are the catalyst of contributing factors (Mayne, 2012)<sup>31</sup>. The reason is that the contributing factors of a change can be a set of the catalyst including the intervention. It is very difficult to point out the intervention as a single contributing factor. Therefore, contribution analysis identifies that, whether the interventions are contributing factors to the change despite of existing other non-intervene contributing factors. In the case

of the EALG mid-term review, the study team tried to identify whether the interventions of the program are working as contributing factor or not. The study team adopted the contribution analysis following six constructed steps (Mayne, 2012) therefore, it is termed as structured contribution analysis.

The framework of the contribution analysis is precise for the mid-term evaluation as many of the required assumptions are already fulfilled. For example, it is important to develop the theory of change for the contribution analysis and the project team developed it. Another prospect is the baseline study, where, there is a benchmark for the present study to analyze the contribution and changes. In a nutshell, this study collected the present quantitative information and compared it systematically with the other available data and validate the credibility of the contribution from the qualitative part. After getting the information, the study identifies the significance of contribution using several inferential statistical tests (z-test for multiple proportions, independent sample t-test, regression analysis), thus, ensure the contribution of the project intervention.

Table 3: Steps of Structured Contribution Analysis

Step No.	Key Steps	Description	Framework
1.	Set out the cause-effect issue to be addressed	Acknowledge the causal problem Determine the specific causal question Determine the key influencing factor	EALG project has already identified the problems before program intervention. EALG has prepared guidelines, provided training on the guidelines regarding the influencing factor
2.	Develop the theory of change and its risk factors	Postulate theory of change of the intervention	EALG program developed the theory of change of the intervention
3.	Gather the existing evidence on the theory of change	Assess the theory of change regarding available evidence Gather evidence from previous measurements, past evaluations and relevant research.	There are some indicators set up by the project team. In result framework, the existing data on the indicators are given. Some of them have been gathered from national database. Some other has been gathered from the baseline study. The Mid-term review collected those as a part of desk/secondary review.

31 Mayne, J. (2012). Contribution analysis: Coming of age? *Evaluation*, 18(3), 270-280. Retrieved from [https://www.researchgate.net/profile/John\\_Mayne/publication/254091562\\_Contribution\\_Analysis\\_Coming\\_of\\_Age/links/55d1efad08ae2496ee6587f9.pdf](https://www.researchgate.net/profile/John_Mayne/publication/254091562_Contribution_Analysis_Coming_of_Age/links/55d1efad08ae2496ee6587f9.pdf)

Step No.	Key Steps	Description	Framework
4.	Assemble and assess the contribution claim and challenges	Set out the contribution story. Strength and weakness of the theory of change	In the results framework, there is some target to achieve within given years. The mid-term review will identify how much of the target has been achieved.
5.	Seek out additional evidence	Gather new evidence	Mid-term review (present study) will gather quantitative data for the selected indicators to compare with the baseline to see the changes. The present study will also conduct data analysis.
6.	Revise and strengthen the contribution story	Build a more credible contribution story.	Qualitative data will provide credibility of the gathered information and contribution of the project.

## 2.1.2 Qualitative Comparative Analysis

Qualitative comparative analysis has two major approaches such that i) Complex causality and underlying assumption ii) Case analysis with formalized cross-case comparisons (Legewie, 2013)<sup>32</sup>. In this study, the study team applied the second one, case analysis with formalized cross-case comparisons. The qualitative comparative analysis in this study has been multidimensional. For example, we need to know how many people from marginalized/vulnerable groups joined the open budget session. From the institutional survey, identified it from the interview and document

checking. However, this information was crossed check in other surveys to validate. The study also asked the participants of household and citizen perception survey about whether people from marginalized/vulnerable groups were present or not in the open budget session. Moreover, from the focus group discussion and key informant interview, study team discussed about different aspects of the participation of the marginalized/vulnerable people. Thus the study conducted case checking and cross-case checking. However, it is important to note that, the qualitative comparative analysis will not reveal the causal relation rather reveal the pattern of association between the factors. (Schneider and Wagemann, 2010).<sup>33</sup>

32 Legewie, N. (2013, September). An introduction to applied data analysis with qualitative comparative analysis. In Forum Qualitative Sozialforschung/Forum: Qualitative Social Research (Vol. 14, No. 3).

33 Schneider, Carsten Q. & Wagemann, Claudius (2010). Standards of good practice in qualitative comparative analysis (QCA) and fuzzy-sets. Comparative Sociology, 9(3), 397-418.

## 2.2 Study Area

The study covers 8 districts as the treatment area (where the project is being implemented) and 9 districts as the control area (no intervention of project), thus, covering a total of 17 districts. More Upazilas and Unions are covered in treatment compared to that of in control areas. In the case of treatment, the study covered 24 Upazila, whereas the control areas covered 17 Upazilas. The districts and Upazila were selected according to the vulnerability of the people based on the poverty headcount ratio. According to World Bank's interactive poverty map for Bangladesh<sup>34</sup>, the poverty headcount ratio of the selected districts lies between 26%-51% in the treatment group and 19%-48% in the control group. The characteristics of the districts thus can be considered homogenous. Also, the study areas were aligned with the baseline survey.

Notably, albeit absent in the baseline study, Cox's Bazar district was considered in the mid-term review under the control areas in addition to the 8 districts used under the baseline. This addition of Cox's Bazar in the study is due to the fact that the intervention of EALG project started in Teknaf and Ukhiya Upazilas in 2019. As a non-intervened area, this study collects data from 2 Unions of Ramu Upazila under the district.

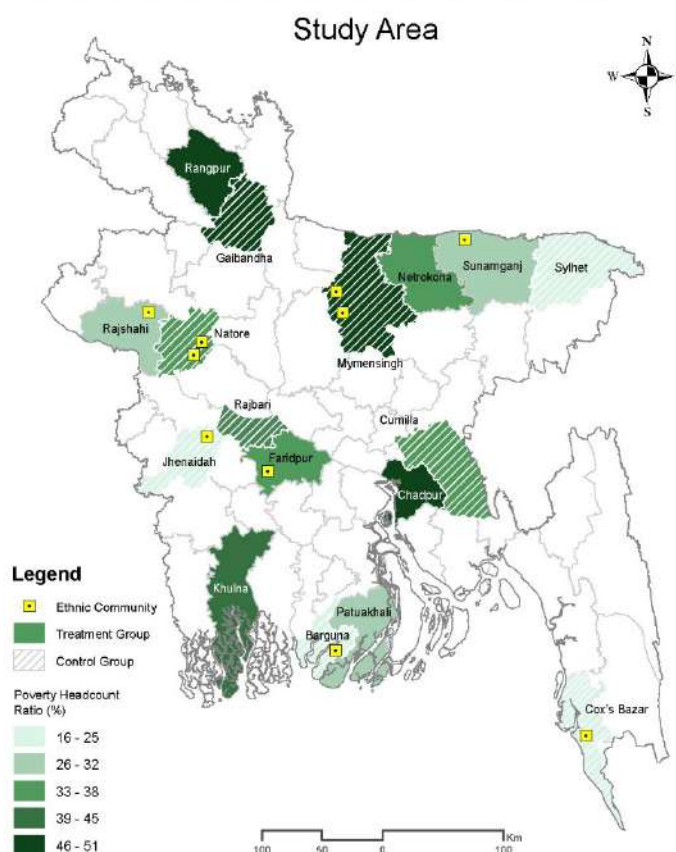


Figure 1 Study Area

Table 4: Study Area according to District and Upazila

Division	Treatment Group		Control Group	
	District	Upazila	District	Upazila
Dhaka	Faridpur	Bhanga, Madhukhali, Boalmari	Rajbari	Goalandaghat, Kalukhali
Khulna	Khulna	Dacop, Rupsha, Terokhada	Jhenaidah	Maheshpur, Shailakupa
Barishal	Patuakhali	Kolapara, Rangabali, Patuakhali Sadar	Barguna	Amtoli, Bamna
Rajshahi	Rajshahi	Baghmara, Mohonpur, Godagari	Natore	Baraigram, Gurudaspur
Sylhet	Sunamganj	Dakshin Sunamganj, Tahirpur, Jamalganj	Sylhet	Balaganj, Bishwanath
Mymensingh	Netrokona	Kalmakanda, Khaliajuri, Durgapur	Mymensingh	Fulbaria, Muktagacha
Rangpur	Rangpur	Kaunia, Mithapukur, Gangachhara	Gaibandha	Sadullapur, Sundarganj
Chattogram	Chandpur	Faridganj, Himchar, Matlab North	Cumilla	Debidwar, Muradnagar
			Cox's Bazar	Ramu

34 <https://www.worldbank.org/en/data/interactive/2016/11/10/bangladesh-poverty-maps>

From the last Household Income and Expenditure Survey (HIES 2016), the picture becomes clearer as the income and consumption rate according to the Gini Coefficient are lower in those districts indicating the economic vulnerability of the people residing there.<sup>35</sup> Moreover, it is also evident from the country poverty

map that, the literacy rate in the selected treatment and control districts lies between 35% - 55%, leaving around half of the population illiterate. The minority and hard-to-reach groups were also considered in the treatment and control district selection, as seen.

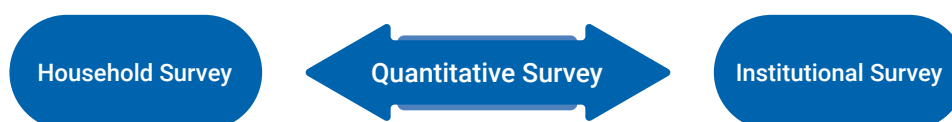
## 2.3 Study Approach

The mid-term evaluation follows a mixed-method approach to combine both qualitative and quantitative methods as well as desk review. To compare the project outcome, data was collected from the treatment areas and control areas. The sampling strategy for the treatment and control areas followed a matching strategy to get the unbiased outcome of the study. The quantitative approach includes administering two types of questionnaire surveys namely household and citizen perception surveys and institutional surveys. The household and citizen perception survey was conducted with the citizen of the community while the institutional surveys were conducted with the Upazila and Union Parishad.

The qualitative approach included Key Informant Interviews (KIIs), Focus Group Discussions (FGDs) and case studies. KIIs was with Local Government stakeholders, project stakeholders, UNO, Union and Upazila Parishad Chairman, Upazila Parishad (UZP) Vice Chairman, Union Parishad (UP) members, secretary, scheme supervision committee members, standing committee members, project implementation officer, people from the ethnic community and local influential people. On the contrary, vulnerable people, community mass people, local influential, ethnic minorities and women were the participants of the focus group discussion.

### 2.3.1 Quantitative Survey

The quantitative method for the study includes household and citizen perception survey and institutional surveys. It represents the present scenario from both demand (household) and supply (institute) side. Both the surveys were conducted using a structured questionnaire.



#### A. Household and Citizen Perception Survey

The household survey for this mid-term evaluation study considered several categories of respondents including sex, age, ethnicity, poverty, vulnerability, minority, and hard-to-reach areas. The household survey contributed to getting perception from the demand side.

##### I. Sample Size and Distribution for Household and Citizen Perception Survey

The study intended to cover 3800 samples from both treatment and control areas following 2:1 ratio. However, in total the mid-term review collected 3850 samples from both the areas in 17 districts. Thus the study covered 2586 samples from treatment and 1264

samples from control areas. The list of the selected districts, upazila and unions were aligned with the baseline. In addition, the mid-term evaluation undertook a non-intervention Upazila (Ramu) of Cox's Bazar, under the control area. The EALG project intervention was initiated during 2018, however, the intervention of Cox's Bazar was initiated during the end of 2019. Therefore, there will be heterogeneity in the case of intervention outcome in Cox's Bazar district. It was convenient for the study to consider the Ramu Upazila as a pure control area.

Although the baseline survey considered Mouza to select the primary sample unit, the mid-term evaluation considered Ward to select the samples for household and citizen perception survey. According to the administrative structure of Bangladesh, Ward is the lowest unit to provide governance services, whereas

<sup>35</sup> Statistics and Informatics Division. (2019). Report on the Household Income and Expenditure Survey 2016. Bangladesh Bureau of Statistics, Ministry of Planning, Government of the Peoples Republic of Bangladesh.



Mouza is not considered under any administrative issues according to the Local Government Division. Therefore, selecting Ward, rather than Mouza, was a logical inclusion in this mid-term evaluation study. Moreover, the study area was divided into four sub-group categories according to the matching strategy used during the Baseline study. Among the 4 sub-groups, 3 falls under the treatment areas and the fourth under the control area. The sub group one is

considered as targeted UZP and UP that means the project intervention is available in both UZP and UP. The sub group two is considered as targeted UZP and non targeted UP which means the project intervention is in the UZP but not in the UP. The sub group three is considered as targeted UPs and non-targeted UZPs indicating intervention in UP and not in UZP. The sub-groups are as follows:

**Table 5: Sub Group Category**

Treatment Group	Control Group
<b>Sub-Group 1:</b> intervention provided in both UPs and UZPs.	<b>Sub-Group 4:</b> No intervention in the district.
<b>Sub-Group 2:</b> intervention provided in UZPs but not in UPs.	
<b>Sub-Group 3:</b> intervention provided in UPs but not in UZPs.	

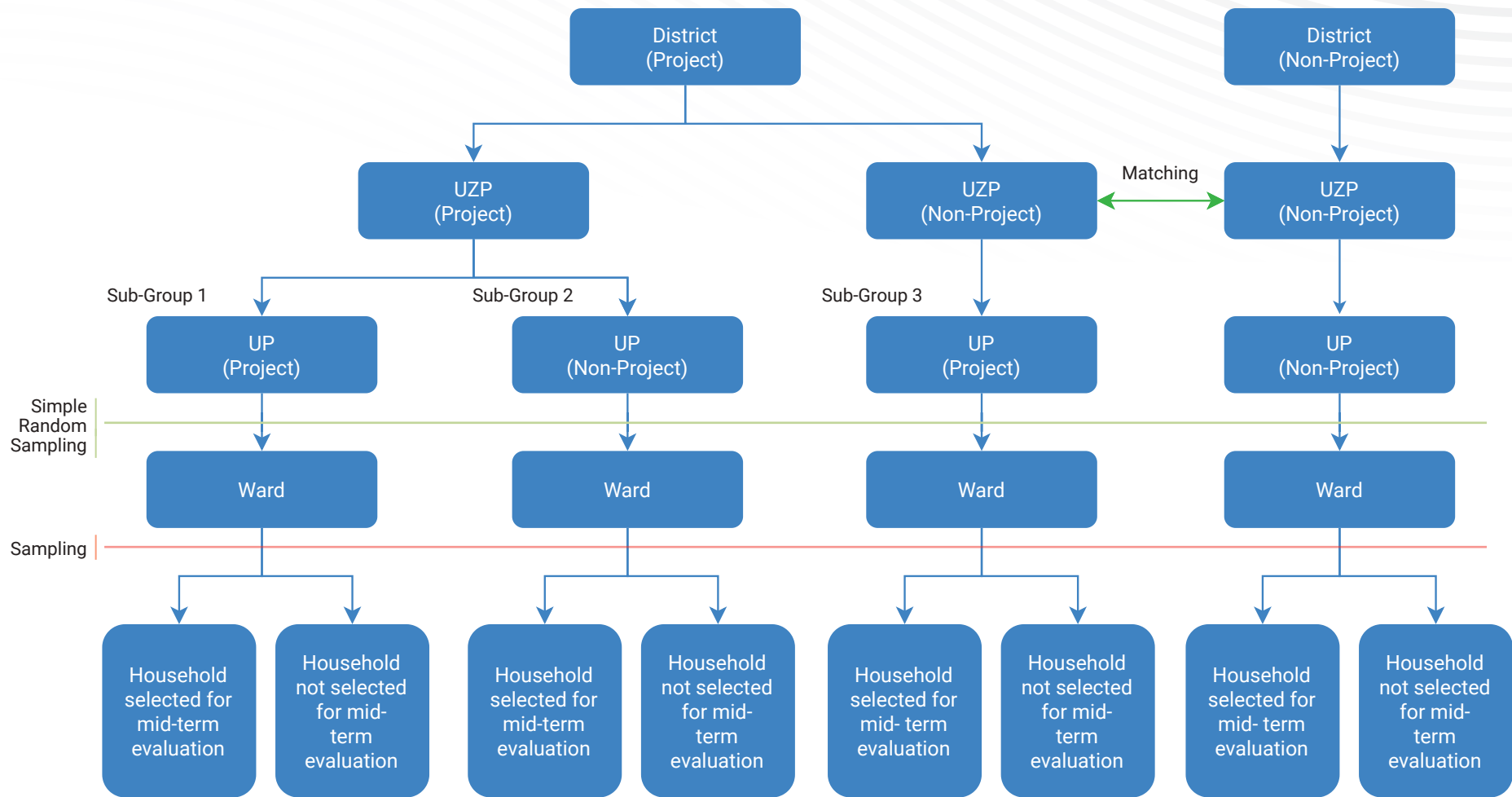


Figure 2 Matching Strategy

In case of effectiveness and impact, analysis regarding sub group will enable the study to identify how the project's direct and indirect interventions are impacting. The likely impact of UP level interventions are assumed to be higher in sub group 1 and 3 while the sub group 2 is assumed to have less likely impact due to indirect interventions. The same thing is assumed in case of UZP where sub group 1 and 2 is assumed to

have more likely impact compared to sub group 3. The mid-term evaluation has been considered the additional Upazila, Ramu, of Cox's Bazar under the sub-group 4 to maintain the aspects of the control area. The units of districts, UZPs, UPs, Wards and households used for the distribution and selection of samples from both the treatment and control areas are shown in the following table.

**Table 6: Sampling of the Households of Treatment and Control Groups**

Level of Units	Treatment Groups	Control Groups	Total
District	8	9	17
UZ	24	17	41
UP	40	34	74
Ward	120	102	222
Household	2,586	1,264	3,850

**Table 7: Sampling Distribution of the Households regarding Sub Groups**

Level of Units	Sub group 1	Sub group 2	Sub group 3	Sub group 4
District	8	8	8	9
UZ	16	16	8	17
UP	16	16	8	34
Ward	48	48	24	102
Household	868	864	854	1,264

A total of 40 Union Parishad from treatment was selected as samples for the household and citizen perception survey compared to 34 for control. The selection method of samples from treatment and control areas are described below:

- In case of treatment, all 8 districts (Project) from 8 Divisions (i.e., 1 district from each division) had already been identified by UNDP.
- From each of the districts of the treatment, three Upazila were selected. Among the three Upazila, two Upazila were considered as project while one Upazila was from non-project group using Simple Random Sampling method.
- Within the selected project group Upazila,

not all the Unions were covered under project intervention. Similarly, within the selected non-project group Upazila, there are some unions where the project provided intervention. Thus the project and non-project union under the project and non-project Upazila were selected.

- From each of the sample Union, the study selected three wards randomly.
- The number of samples per Union was selected based on the sub-group categories. Then the number of samples per ward were divided equally based on the number of samples in each Union.

**Table 8: Number of Sample in Treatment Group by Division, District, UZPs, UPs and Wards**

Division	District	Upazila			Unions				Wards			
		UZP (P)	UZP (NP)	Total	UP (P)	UP (NP)	UP (P) of UZP (NP)	Total	UP (P)	UP (NP)	UP (P) of UZP (NP)	Total
Dhaka	Faridpur	2	1	3	2	2	1	5	6	6	3	15
Chittagong	Chandpur	2	1	3	2	2	1	5	6	6	3	15
Sylhet	Sunamganj	2	1	3	2	2	1	5	6	6	3	15
Rajshahi	Rajshahi	2	1	3	2	2	1	5	6	6	3	15
Khulna	Khulna	2	1	3	2	2	1	5	6	6	3	15

Division	District	Upazila			Unions				Wards			
		UZP (P)	UZP (NP)	Total	UP (P)	UP (NP)	UP (p) of UZP (NP)	Total	UP (P)	UP (NP)	UP (P) of UZP (NP)	Total
Barisal	Patuakhali	2	1	3	2	2	1	5	6	6	3	15
Rangpur	Rangpur	2	1	3	2	2	1	5	6	6	3	15
Mymensingh	Netrokona	2	1	3	2	2	1	5	6	6	3	15
<b>Total</b>		<b>16</b>	<b>8</b>	<b>24</b>	<b>16</b>	<b>16</b>	<b>8</b>	<b>40</b>	<b>48</b>	<b>48</b>	<b>24</b>	<b>120</b>

Note: (p) = Project; (NP) = Non-Project

For household selection from the control, it was imperative to select the units (Districts/UZs/UPs) in non-project districts to be used as frame for control groups (except Cox's Bazar). During the baseline study period, a total of 8 districts, 16 UZs and 32 UPs were selected for control from all the administrative divisions of the country. Adding Cox's Bazar results in 9 districts, 17 Upazilas, 34 Unions and 102 wards. The sample selection criteria are as follows:

- At first, 9 districts were selected from non-project area.
- From each of the 8 districts, two Upazila were

selected randomly and for Cox's Bazar' Ramu Upazila was selected. Thus the number of Upazila for the control is 17.

- Two Unions from each of the Upazila were selected thus the study covered 34 unions in total.
- As mentioned earlier, from each of the union 3 wards were selected using simple random sampling thus 102 Wards in total for control areas.

Table 9 Number of Sample in Control by Division, District, UZPs, UPs and Wards

Division	District	UZs	UPs	Ward
Dhaka	1	2	4	12
Chittagong	1	2	4	12
Sylhet	1	2	4	12
Rajshahi	1	2	4	12
Khulna	1	2	4	12
Barisal	1	2	4	12
Rangpur	1	2	4	12
Mymensingh	1	2	4	12
Cox's Bazar	1	1	2	6
<b>Total</b>	<b>9</b>	<b>17</b>	<b>34</b>	<b>102</b>

In total, the study covered

**8** divisions,

**17** districts,

**41** Upazila,

**74** Union,

**222** Wards and

**3850** HHs

## II. Sample Selection Procedure for Household Survey

The household survey followed a systematic random sampling method. At first, the study selected three wards from each of the Union randomly. Then the survey team selected the household following systematic random sampling.

At the ward level, the survey started from a significant landmark of the ward and continued surveying the households anticlockwise. The first household was surveyed randomly using the lottery method. For instance, the lottery produced the number 7. The enumerator skipped 6 households and started at 7. After conducting the first survey, the enumerator skipped 9 households and surveyed the 10th household.

In case a household is non-responsive, the enumerators attempted the house right before the non-responsive household. In case, this attempt is also failed, the enumerator tried the house right after the non-responsive. Whenever the survey is successful, the enumerator skipped the same number of houses.

## B. Institutional Survey

A major component of the study is the institutional survey that depicts the supply side. The EALG project provided several interventions in the Upazila and Union Parishad to proliferate the service providing capacity. The mid-term evaluation study reviewed the implication and outcome of the interventions and compared with the baseline to identify the progress.

### I. Sample Size and Distribution for Institutional Survey

The study conducted the mid-term evaluation of the institutions in Upazila and Union Parishad. Due to effective comparative statistical analysis, the number of institutional surveys for the mid-term evaluation study has been kept the same as that of the baseline study. Additionally, Cox's Bazar has been added with Rajarkul and Fatekharpul Unions of Ramu Upazila. The table below depicts the number of samples and geographical distribution for the institutional surveys.

Table 10 Sample Size and Distributions for Institutional Survey

Division	Upazila Parishad			Union Parishad			Total
	Treatment	Control	Total	Treatment	Control	Total	
Dhaka	3	2	5	5	4	9	14
Chittagong	3	3	6	5	6	11	17
Sylhet	3	2	5	5	4	9	14
Rajshahi	3	2	5	5	4	9	14
Khulna	3	2	5	5	4	9	14
Barisal	3	2	5	5	4	9	14
Rangpur	3	2	5	5	4	9	14
Mymensingh	3	2	5	5	4	9	14
<b>Total</b>	<b>24</b>	<b>16</b>	<b>41</b>	<b>40</b>	<b>34</b>	<b>74</b>	<b>115</b>

## 2.3.2 Qualitative Survey

Along with quantitative surveys, qualitative data also plays a vital role in the assessment of performances of the project activities. To gather qualitative data the study conducted Key Informant Interviews (KIIs), Focus Group Discussions (FGDs) and Case Studies.

### A. Key Informant Interviews (KIIs)

To understand the pros and cons of the governance factors in a deeper sense the study team conducted key informant interviews (KIIs). The in-depth catalyst for the key governance issues were identified from the KIIs. For example, from the quantitative survey, the study learned how many of the government departments are collaborating

while KIIs represented how effective the collaborations were. The participants of the KIIs are as follows:

- ✓ EALG project personnel, representatives of UNDP, SDC, DANIDA
- ✓ Local Government Division Personnel
- ✓ Deputy Director of Local Government
- ✓ UNO
- ✓ District Facilitators
- ✓ Representatives of transferred departments (Department of Disaster Management, Agriculture, Fisheries, Women Affairs, Family Planning)
- ✓ Upazila Parishad Chairman, Vice Chairman
- ✓ Union Parishad Chairman, Union Parishad Secretary, Member
- ✓ Standing Committee Member
- ✓ WDF Member / Women Member / Vice Chairman (Woman)
- ✓ Scheme Supervision Committee
- ✓ Media personnel, CSO/CBO member
- ✓ NGOs working in strengthening governance in UZP, and UP

**Table 11: Participants of Key Informant Interview**

Level	Number		Total
	Treatment	Control	
National	11		11
District	14	2	16
Upazila Parishad	19	10	29
Union Parishad	20	8	28
<b>Grand Total</b>			<b>84</b>

### B. Focus Group Discussions (FGDs)

FGD has been conducted in the study as a part of participatory group activity that included close interactions with both males and females. In total, the study followed five categories of respondents for the focus group discussion as vulnerable people, local women, local influential, community mass people

and ethnic minorities group. The study covered all the categories in all the subgroups and districts, except the ethnic minorities due to availability. In treatment, there are 3 subgroups, where subgroup 3 contains less number of Upazila (8 Upazila) than the other two subgroups (16 Upazila each). Therefore, in each category, the study team conducted more FGD in subgroup one and two than subgroup three.

**Table 12: Distribution of FGD According to Sub Group**

Respondents	Treatment			Control (Sub group 4)	Total
	Sub group 1	Sub group 2	Sub group 3		
Vulnerable People	5	4	2	5	16
Local Influential	4	4	2	5	15
Local Women	4	4	2	5	15
Community Mass People	4	4	2	5	15
Ethnic Minority	1				1
<b>Total</b>	<b>42</b>			<b>19</b>	<b>62</b>

### C. Case Studies

The study conducted case study focusing on individual, community and institutional level. In case of individual level, if any person received any benefit due to project intervention was designed to be considered. In case of community level, if a community enjoyed any benefit collectively as a whole was to be considered. The institutional level respondent would be the service providers. If a service provider provided improved

service to the service receiver or maintain the alignment with different departments would be considered as a potential respondent for case study.

To identify the potential case study the study followed a systematic method. Field researchers were trained intensively on the objective of the project and mid-term review. They looked for remarkable cases. Every evening study team conducted meeting together and discussed about any interesting case (if any) with supervisors. Supervisors screened and identified the

potentiality of the case and further collected data on it.

In total the study incorporated 8 case studies.

## 2.4 Data Collection Method

For quantitative survey (household and citizen perception survey), the study followed computer-assisted personal interview (CAPI). The data has been collected in online platform, Kobotoolbox, which has many advantages. For instance, kobotoolbox enables the study team to monitor day to day progress of the data collection activities, understand the trend of the data, carefully check the outliers etc. Additional time for data entry is not required at all for this online platform. In case of institutional survey the study team used pen and paper method with hard copy questionnaire. As

the number of sample is much feasible for data entry within short time, it was convenient to conduct the institutional survey in hard copies.

In case of qualitative survey, pen and paper interview (PAPI) has been preferred by the study team. Interviewer has been equipped with fresh papers to take notes. With the permission of the respondent, field team recorded the responses for future clarification. However, the audio file has been ensured to destruct after transcription and translation as ethical consideration.

## 2.5 Pre-Test of the Tools

The DM Watch team has drafted the questionnaires for the quantitative survey and UNDP team has reviewed it. Based on the draft questionnaire for the three different quantitative surveys, it is important to conduct pre-test of the questionnaire for following reasons:

- To identify whether the flow of the questions are smooth
- Identify the relevance of the questions according to the targeted audience
- Finding additional options that might come frequently under a specific question
- Make the questionnaire more practical

The DM WATCH team therefore conducted the pre-test survey with the questionnaire on 05 November 2020. The pre-test was conducted in the Savar area. Three respondents from the community participated for the household and citizen perception survey in the Hemayetpur. On the contrary, secretary of Savar Union Parishad, Kolma, Savar participated the Union Parishad survey.

## 2.6 Recruitment, Training and Field Movement

In total 40 personnel were deployed in the field to collect primary data comprising both qualitative and quantitative. There were 8 teams in 17 districts and each of the team consisted 5 members. Among the five, two of them were supervisor and research assistant and rest of the three members were enumerators. The supervisor and research assistant lead the team, ensured the quality, conducted institutional survey and

qualitative survey. While the enumerators conducted the household and citizen perception survey. The data collection period started from 23 November 2020 to 23 December 2020. DM WATCH conducted 4 days long training starting from 18 November 2020 to 21 November 2020 and the field team moved to field on 22 November 2020.

## 2.7 Data Analysis

The evaluation team has undertaken both the theory-based, and process-based evaluation to meet all the objectives of the Mid-term Evaluation (MTE). The theory-based evaluation assessed the theory of change of EALG which enables to consider the contributions of each intervention by the project against EALG's own theory of change. In a broader sense, the data analysis

included descriptive analysis and inferential analysis. Descriptive statistics that include frequencies, counts, averages and percentages were used to describe the general characteristics of quantitative data. Univariate, bivariate, multivariate (two or more variables) frequency distribution presented along with cross-tabulation. In brief, descriptive statistics were used to identify

patterns in the data by certain characteristics. In the descriptive analysis, aggregation, and disaggregation methods also were applied for applicable variables under each of the components of the project. However, the frequency percentage has been calculated for each of the quantitative indicators of the evaluation matrix to compare with the baseline data.

Moreover, the analysis also identified segregation for pure and treatment based on the nature of intervention of the project according to different subgroup categories. The pure treatment and partial

treatment consideration differ for UP institutional survey analysis, UZP institutional analysis and HH and citizen perception survey analysis. For example, in case of UZP, subgroup one and two falls under pure treatment areas whereas subgroup three falls under partial treatment areas. On the contrary, in case of UP institutional survey analysis and HH and citizen perception survey analysis, subgroup one and three falls under pure treatment group while subgroup two falls under partial treatment group.

		Treatment Group for HHs		
Division	District	Upazila	Union	Sub Group Category
Dhaka	Faridpur	Bhanga	Nasirabad	1
			Gharua	2
		Madhukhali	Korkodi	1
			Noapara	2
		Boalmari	Moyna	3

Figure 3 Consideration of Pure Treatment Group

It is to be noted that the segregation of the pure treatment and partial treatment regarding UZP and UP institutional survey analysis represent less likely

statistical significant difference due to the the number of distribution of samples.

Table 13 Pure and Partial Treatment

Inferential Statistics	Pure Treatment	Partial Treatment
Upazila Parishad Institutional Survey	Subgroup One and Two N=16	Subgroup Three N=8
Union Parishad Institutional Survey	Subgroup One and Three N=24	Subgroup Two N=16
Household and Citizen Perception Survey Analysis	Subgroup One and Three N=1722	Subgroup Two N= 864

### 2.7.1 Inferential Statistics

The mid-term evaluation has adopted z-test for two proportions, z-test for multiple proportions, independent

sample t-test, and regression analysis. Throughout the report, the study findings have been tested within these methods.



Table 14: Inferential Statistics

Inferential Statistics	Interpretation
Z-test for comparing two proportions and multiple proportions	Null hypothesis: sample proportion are same If, $p < 0.05$ , reject the null, statistically significant difference between the sample proportions.
Independent sample t test	If, significant (2 tailed) $< 0.05$ , then there is significant difference between the mean of two groups.
Regression: OLS if the dependent variable is continuous; Logit if the dependent variable is binary; Ologit if the dependent variable is ordered	If, $p < 0.01$ then, significant at 1% level of significance, denoted by ***  P $< 0.05$ then, significant at 5% level of significance, denoted by ** P $< 0.1$ , then significant at 10% level of significance, denoted by *

The study has conducted data analysis using Excel, SPSS, Stata, and R. In case of descriptive analysis, independent sample t-test and data cleaning, the study used SPSS while in case of regression analysis the study team used Stata and z-test for comparing multiple proportion has been conducted via R.

### 2.7.2 Difference in Difference Analysis

The *difference in difference* (diff-in-diff) *analysis* is useful to analyze between two different major groups to evaluate certain performances. Researchers (i.e., Slaughter, 2001)<sup>36</sup> are using this analysis to show the difference between two separate groups to identify the difference between variables. In this study, the difference in difference has been applied in the case of treatment and control from baseline to mid-term. Thus, the study will be able to identify the difference between treatment and control group for specific indicators. In the case of descriptive analysis, the results will be segregated in accordance.

The difference in difference analysis was conducted using the baseline data. It is mandatory that the baseline data should contain both the treatment and control area data for conducting diff-in-diff. At first the study subtracted the baseline treatment result from mid-term treatment result. Then subtract the control treatment result from mid-term control result. Then the difference of the control is subtracted from the difference of the treatment. If the result is greater than zero, then the project implementation has positive impact. On the contrary, if the result is less than or equal zero then the project implementation has no significant impact.

### 2.7.3 Gender Segregated Analysis

Household and citizen perception survey considered household head regardless any gender bias.

The study team collected around 10% of the female household head responses and the selection was random. Thus, the analysis was possible to conduct in a gender segregated manner where responses of male and female are distinguished. Moreover, every respondent was asked whether they are aware of the female participation in UPs and UZPs activities. Thus, the study team was also able to identify the participation of women.

In case of institutional survey, there were some specific questions regarding women, vulnerable group, ethnic people and socially excluded group. For example, the UP survey asked about the number of the total participation as well as the number of male and female participants. The study team also collected information about the member of the reserve sit for women in UPs as well as Vice-Chairman (Women) in the UZPs regarding their participation, training, volubility and leadership regarding any project implementation.

### 2.7.4 Triangulation of Qualitative and Quantitative Data

To analyze qualitative data, the study has conducted content and narrative analysis that has been applied for key informant interviews and focus group discussions. The KIIs and FGDs has been conducted following specific checklist and guideline. The guidelines have been adopted based on specific issues. To conduct content analysis, the study team summarized the findings on specific sectors. For example, in case of ensuring the participation of the marginal people, FGD and KII will try to understand the effectiveness of the participation (to what extant opinion from marginal people are granted), how effectively the meetings are notified, reasons for not participating in the meeting effectively, etc. For each of the issues, key findings have been gathered from the scattered summaries and explained according to Upazila Parishad-Union Parishad level and treatment-control level.

36 Slaughter, M. J. (2001). Trade liberalization and per capita income convergence: a difference-in-differences analysis. *Journal of International Economics*, 55(1), 203-228.

Triangulation involves the conscious combination of quantitative and qualitative methodologies as a powerful solution to strengthen a research design where the logic is because a single method can never adequately solve the problem of rival causal factors.<sup>37</sup>

The quantitative data collected from questionnaire surveys will be triangulated within themselves and with the qualitative data collected from qualitative information and secondary information.

## 2.8 Assignment Framework and Quality Assurance

To complete the mid-term evaluation assignment, the DM WATCH team followed the following procedures:

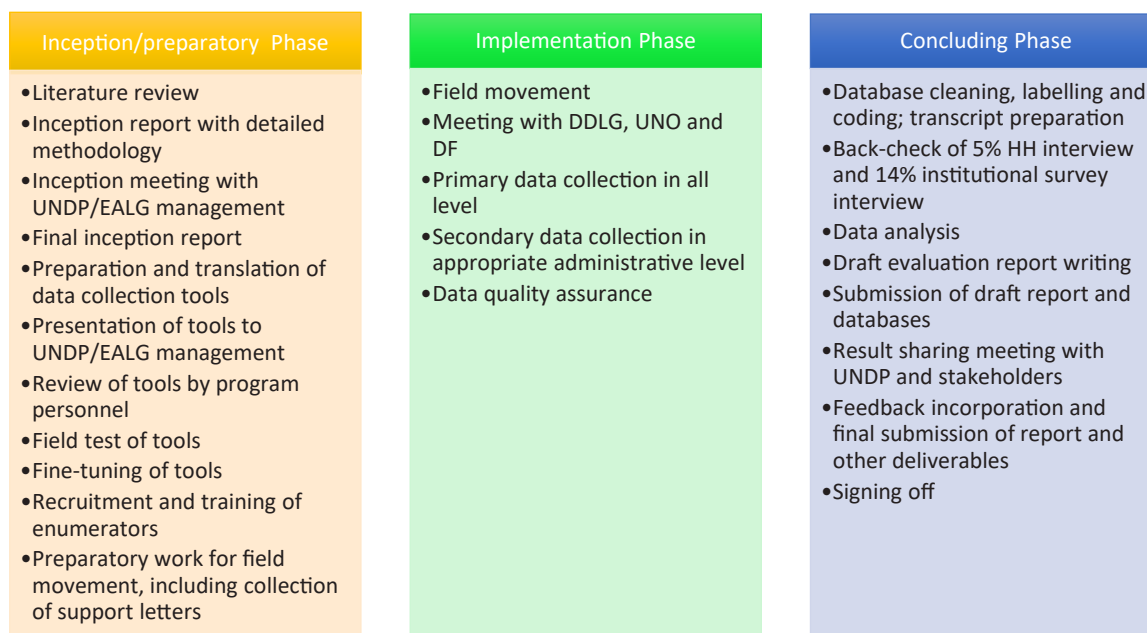


Figure 4 Framework of the Assignment and Quality Assurance

All the enumerators have been deployed under a certain team for the primary data collection. A supervisor with experience in similar types of research supervised each team. The supervisor was responsible to maintain the quality of data at the field level. Moreover, the supervisor personally went to the respondent to back-check the information collected by the enumerators. The supervisors conducted 5% back check for the household and citizen perception survey and 14% back check for the institutional survey. None of the supervisors found significant anomaly in case of data from the field. Moreover, the central study team also conducted telephone back check randomly

and ensured the authenticity and quality of data. In case of household and citizen perception survey, the study team checked daily database from the online platform (using kobotoolbox) also shared data with the UNDP team. The UNDP monitoring team also crossed check the data to ensure quality. In case of institutional survey, although data was collected via hard copy questionnaire, supervisors updated photos of every filled up questionnaire to the database managed by study team. The study team thus received all the questionnaire regularly. Also UNDP team received photocopy of the questionnaires to recheck the institutional survey.

## 2.9 Ethical Consideration

DM WATCH possesses its own mechanism to obtain/secure ethical clearance from the respective authority. Moreover, the team also complied with the ethical guideline provided by UNDP. The ethical

consideration included the following:

- Informed consent: All participants were informed to consent following standard and

37 Turner, P., & Turner, S. (2009). Triangulation in practice. *Virtual reality*, 13(3), 171-181.

pre-agreed upon consent protocols. The surveyor carried consent form and read it out to the respondents. They took permission from the respondents before proceeding with the survey. Moreover, to take any photo the study team took consent as well.

- Systematic inquiry: Enumerators conducted systematic, database inquiries.
- Competence: Enumerators provided competent performance to stakeholders.
- Integrity/honesty: Enumerators displayed honesty and integrity in their own behavior through entire survey process.
- Respect for people: Enumerators respected the security, dignity and self-worth of

respondents, program participants, clients, and other survey stakeholders. The Enumerators obtained the informed consent of participants to ensure that they can decide in a conscious, deliberate way whether they wanted to participate or not.

- Responsibilities for general and public welfare: Enumerators articulated and took into account the diversity of general and public interests and values related to the study.
- Survey respondents did not receive any monetary benefits.
- Confidentiality of the data was maintained throughout the study period.

## 2.10 Managing COVID-19

As the infection rate of COVID-19 in Bangladesh is dropping comparatively from the end of September 2020 the adversities regarding this had been reduced. Nevertheless, as the data was collected by on-site fieldwork, the study team followed the maximum safety measures strictly.

According to the guideline of UNDP, DM WATCH provided face masks to the respondents before starting any interview. Both the enumerators and

respondents maintained at least 3 fit distance to follow the safety measures. Before starting the interview, the enumerators used hand sanitizer and helped the respondents to use the same. It was applied for all the cases of household survey, institutional survey, key informant interview, focus group discussion and case studies. All the logistics for minimizing COVID-19 risk was provided by DM WATCH.

## 2.11 Special Consideration and Limitation of the Study

The study team strictly maintained the guideline for COVID-19 safety. Therefore, there were no case of infection throughout the whole survey. The institutional survey took much longer than hypothesis that was a challenge for the survey team. Especially in case of Upazila Parishad institutional survey, the information was scattered. Therefore, some institutional surveys

were conducted in two days. One of the Upazila Parishad institutional surveys were not possible to conduct in Gurudaspur, Natore due to consent issue that was informed to the EALG and UNDP team. However, no problem occurred in case of Union Parishad institutional survey, household and citizen perception survey as well as conducting FGD and KII.

## Chapter 3: Findings

The findings of the study is organized according to the OECD-DAC criteria i.e., relevance, effectiveness, efficiency, impact, sustainability and coherence. Under each criterion, in general, we would arrange the findings according to the three major components of the project, followed by further sub-division of each by the issues under consideration. As mentioned in the methodology part, the findings were illustrated from different angles using statistics—both descriptive and inferential— and qualitative findings.

Before we move, it should be borne in mind that the project so far has been confronted by different unavoidable obstacles. Because of the COVID-19

pandemic, many of the activities of the project were not functioning, which can be attributed to not only the project management, but also to the lockdown that the Government of Bangladesh immediately imposed to reduce the impact of the pandemic. Moreover, although the project started in 2018, due to various reasons, the main activities started late, thus the project could intervene, roughly, more than a year. The Upazila Parishad election in Bangladesh held in 2019 also hampered the intervention of the EALG project. Yet the project achieved some significant achievements and there are scopes to perform better in other cases.

### 3.1 Demography of the Respondents Participated in Household and Citizen Perception Survey

This section exhibits the coverage of the samples of household and citizen perception survey, respondent's profile, household composition, and having access to ICT etc. Among 3850 households selected for the

household and citizen perception survey, the field survey team ensured that all household heads were actively participating with their time and concerns against the questionnaire.

Table 15: Profile of the Respondents Participated in Household and Citizen Perception Survey

Characteristics	Treatment	Control	Total
i. Sex of Household Head (%)			
Male	88.4	95.6	90.8
Female	11.6	4.4	9.2
ii. Age (%)			
15-29	11.2	10	10.8
30-39	25.8	22.7	24.8
40-49	21.3	19.9	20.8
50-59	19.1	21.9	20
60+	22.7	25.4	23.6
iii. Mean Age of HH Head (years)	46.08	47.47	46.54
iv. Level of Education of Respondent of HH (%)			
No institutional education	30.7	32	31.1
Primary (Class 1-5)	27.1	28.1	27.4
Secondary (Class 6-10)	22.5	20.6	21.9
SSC or Equivalent	8.5	8.1	8.4
HSC or Equivalent	5.3	5.1	5.2
Bachelor or Equivalent	3.8	3.6	3.7

Characteristics	Treatment	Control	Total
Master or Equivalent	2.2	2.3	2.2
V. Average Monthly Income (Tk)	16826	17369	17004
Vi. Average Monthly Expenditure (Tk)	14941	15512	15129

About 91 percent of household heads were male and 9.2 percent were female. In 2014, 12.5% of the households of Bangladesh is female-headed according to the World Bank.<sup>38</sup> Thus in the mid-term review, the female-headed households are close to the national level. Concerning educational qualification, the survey

found that about 31.1 percent of household heads were illiterate, while nation-wise the illiterate rate is around 25% in 2019.<sup>39</sup> On the contrary, 22 percent of the respondents had secondary level education and 8.4% percent completed SSC or equivalent level of educational achievements.

**Table 16: Household Access to ICT Equipment**

Type of assets	Treatment area		Control area		Total	
	% of HH having assets	No. of assets	% of HH having assets	No. of assets	% of HH having assets	No. of assets
Simple (Feature) Mobile Phone	94.1	3844	93.5	1839	93.88	5683
Smart Mobile Phone	47.1	1740	49.1	945	47.77	2685
Laptop/Computer	1.2	34	1.9	24	1.41	58
HH Access to Internet	4.6	N/A	6.7	1262	5.31	N/A

About 94% of HHs have at least one member possessing a simple (feature) mobile phone. On the contrary, the portion of owning a smartphone is about

48%. HHs having access to both internet and laptops/computers was limited to 5.31% and 1.41% respectively.

**Table 17: Major Occupation of Household Head**

Main occupation	Treatment (%)	Control (%)	Total (%)
Agriculture	41.8	38.9	40.9
Business/Small Business	18.8	18.1	18.6
Day Labourer (Agricultural)	8.2	9.2	8.5
Day Labourer (Non-Agricultural)	6.6	9.1	7.4
Retired/Not Currently Working	7.1	8.1	7.4
Other	7.1	7.1	7.1
Private Service	4.7	5.9	5.1
Homemaker	4	2.4	3.5
Government Service	1.7	1.2	1.5

From the above table, the study finds that most of the respondents (42%) are engaged in the agricultural sector. The finding is very close to the national level

which is 41% (Bangladesh Labour Force Survey, 2016-17).<sup>40</sup> While 42 percent of respondents were involved in agriculture, 18.6 percent were doing business/small

38 Retrieved from <https://data.worldbank.org/indicator/SP.HOU.FEMA.ZS?locations=BD&view=chart>

39 Retrieved from <https://data.worldbank.org/indicator/SE.ADT.LITR.ZS?locations=BD&view=chart>

40 Statistics and Informatics Division. (2018). *Labour Force Survey Bangladesh 2016-17*. Bangladesh Bureau of Statistics,

business. Occupation engaging in agricultural day laborer and non-agricultural day laborer were relatively low in number respectively at 8.5 and 7.4 percent. Agricultural day laborers work in agricultural sectors in daily basis. Some of them might be entitled to

sharecropping. In contrast, non-agricultural day laborer work in the non-agricultural sector on a daily basis. Around 7.1 of the respondents have other occupations like driving car, auto-rickshaw, carpenter, painter etc.

**Table 18: Types of Structures of the Houses of the Respondents**

Type of housing structure	Treatment (%)	Control (%)	Total (%)
Tin	54.9	59.4	56.4
Semi Pucca	23.7	22.5	23.3
Pucca	9.2	10.4	9.6
Katcha	10.8	5.4	9
Jhupri	1.4	2.2	1.7

The above table provides information about housing patterns of the households to assess their living conditions. It is observed that about 56.4% of

houses were made of Tin followed by 23.3 percent Semi Pucca and 9 percent Kacha houses.

**Table 19: Access to Financial Services**

Characteristics	Treatment (%)	Control (%)	Total (%)
i. Household Having Bank Account (N=3850)			
Yes	40.6	40.3	40.5
No	59.4	59.7	59.5
ii. Household Having Mobile Banking (N=3850)			
Yes	54.5	53.5	54.2
No	45.5	46.5	45.8

It is observed from the table that 41 percent of households have a bank account while 54 percent have at least a mobile banking account. However, there is no significant difference between treatment and control

areas respondents. The result implies that, according to the access to financial services, the respondents of both types of areas have homogeneity.

**Table 20: Types of Social Safety-Net Programs (SSNP) for Beneficiaries**

Characteristics	Treatment (%)	Control (%)	Total (%)
i. Household Beneficiary of SSNP (N=3850)			
No	59.7	60.8	60.1
Yes	40.3	39.2	39.9
ii. Distribution of SSNP Beneficiaries among Different Programs			
Educational Allowance	37.3	43.5	39.27
Old Allowance	32.5	29.7	31.63
Vulnerable Group Development (VGD)	9.8	11.8	10.47
Disability Allowance	9.6	10.9	10.01
Widow Allowance	9.8	6	8.63
Fisherman Allowance	8.2	4.8	7.10
Gratuitous Relief (GR)	3.2	4.6	3.67
Maternity Allowance	2.3	1.9	2.22
Employment Generation Programme for the Poorest (EGPP)	2.1	0.5	1.60

Characteristics	Treatment (%)	Control (%)	Total (%)
Test Relief (TR)	1	1.2	1.07
Freedom Fighter Allowance	1.1	0.7	0.99

The table highlights that more respondents of the treatment areas received safety net allowances than that of control areas. It is to be noted that the selected treatment areas were low performing thus the control areas are already better of in some cases regarding the

safety net allowance. However, from the focus group discussion with marginal people in the treatment areas, the mid-term evaluation found that people are getting more safety net allowances than near past.

## 3.2 Relevance

The local government is very essential and one of the pillars to run the state and overall, the government system. However, in a country like Bangladesh, where decentralization of power and good practices of accountability, accessibility, transparency, and inclusiveness, participatory decision making is yet to be maintained thoroughly, the introduction of a project like EALG has been proved to be highly relevant. In these regards, the implementation approach of the EALG project to strengthen the Local Government in terms of Bangladesh's national and local aspects are important as well.

The EALG project focuses on improving the capacity, accountability, transparency and efficiency in a way so that, it helps the country to achieve the Sustainable Development Goals (SDG). Especially, the project is attaining SDG 16 that implies Promoting Peaceful and Inclusive Societies for Sustainable Development, Provide Access to Justice for all and Build Effective Accountable and Inclusive Institutions at all Levels. The target 16.6 focuses on developing effective, accountable and transparent institutions at all level which the EALG project is aimed to achieve. Moreover, the satisfaction of the citizen regarding public services is another component of the project that directly align with 16.6.2. The project also align with ensuring responsive, inclusive, participatory and representative decision making at all level (16.7).

The EALG project is working to provide capacity building and technical support to the UPs and UZPs; as well as monitors and does follow up of the relevant activities and provided policy support. The project component like public hearing, guidelines on ward shava, open budget session, training on standing committees, orientation of UP, UZP activities, are matching to develop and implement improved social policies and programmes that focus on good

governance, reduction of structural inequalities and advancement of vulnerable individuals and groups (UNDAF outcome 1) along with focusing CPD output 2.3 which also implies that the Government has the capacity to develop policies and carry out sectoral and geographical interventions in district where inequalities of progress evident. UNDP strategic plan aims to accelerate structural transformations for sustainable development (SP Outcome 2) along with strengthened capacities at national and sub-national levels to promote inclusive local economic development and deliver basic services including HIV and related services (SP Output 1.2.1.) which is conforming with EALG project design via SDG localized plan, participatory decision making process in UP, UZP meetings.

Moreover the EALG project align with the UNDP vision and approach regarding resilience to shocks and crisis, strengthen effective, inclusive and accountable governance. Also in line with outcomes 2, 10, and 13 (which include: gender equality, poverty reduction, social safety net, environment, climate and disaster risk management, scaling up governance and local government institutions) of the seventh five-year Bangladesh Plan<sup>41</sup>, UNDP has been assisting the government in targeting remaining pockets of poverty.<sup>42</sup>

The major goal of these initiatives is to improve the ability of LGIs, through greater administrative and financial independence, including greater and far more efficient capital, to deliver better assistance to their constituencies. The goal is to take the first phase towards developing, as contained in existing Upper Middle Income Country (UMIC), a framework of LGIs. Bangladesh has made substantial progress on improving the capability of LGD, under the supervision of LGIs. UZPs and UPs have been more interactive and constructive, mostly with elected local Leaders.<sup>43</sup>

Numerous measures are being carried out by the

41 General Economics Division, Bangladesh Planning Commission (2015), 7th Five year plan FY 2016-June 2020: Accelerating Growth, Empowering Citizens, General Economics Division (GED), Bangladesh Planning Commission, Government of the People's Republic of Bangladesh: Dhaka.

42 United Nations (2021), Country programme document for Bangladesh (2017-2020), Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services: New York. Retrieved 16 February 2021. from <https://undocs.org/DP/DCP/BGD/3>.

43 UNDP (2020), Efficient and Accountable Local Governance (EALG) Project: Annual Progress Report - Period: January – December 2019, Published by Efficient and Accountable Local Governance (EALG) Project, UNDP Bangladesh: Dhaka.

Local Government Division to improve the governance and financial integrity of local government institutions (LGIs). The intensity and standard of audits have been increased through PFM restructuring. In addition, for the UPs, web-based financial reporting is being implemented. The method of execution is supervised by the administration of Zila. Direct involvement of UZP Chairman, UZP Vice-Chairman, UNO, officials of the transferred department is ensured at the UZP level in implementation. Similarly, in the project management process, the UP chairman, UP secretary, and other stakeholders are involved. EALG also sponsored, however, not executed yet, the organization of the UP tax fair and offered technical expertise and economic assistance for the preparation of the annual report.

Referring to the Government of Bangladesh's eighth Five Year Plan, the government has made several interventions to the LGIs in line with its goal of strengthening the institutes. Interventions like ensuring transparency and accountability, the digital transformation of UP centres, increasing communication with the people, facilitating training for elected representatives and staff, and technical assistance are the key to activities. On the other hand, eyeing to the improvement of governance at the local government level, the Local Government Division has initiated some reformatations to improve the governance and financial accountability, which include developing capacity and supporting project implementation; and ensuring accountability and transparency through people's participation. Therefore, along with the strategies and policies of the Government of Bangladesh, the intervention of the EALG project is marching as a complementary alignment and making some remarkable output that proves its immense relevance.

Women empowerment has been always a premier agenda of the Government of Bangladesh as well as the UN and other developing organizations and they have been actively working to make it a successful phenomenon. The broader goal is, not only women would contribute to social security or growth efforts or poverty, ultimately this would change the whole dimension of the society itself. This includes adjusting

social expectations and traditions towards gender equality and human rights for women. On the other hand, to help the society more effectively, women need human development assistance. The mechanism can well be encouraged by social security programs.<sup>44</sup>

The government of Bangladesh's policy is dedicated to maintaining social security for all, including women and girls, at all phases of life and helping them in the event of other inequalities, such as disability, catastrophe, parenthood, and promoting their empowerment by making efforts to reform conventional social norms of servitude to women. It strives to safeguard the interests of girls and women, the aim of providing exposure to all resources for human development, to eradicate oppression on the basis of gender, location, ethnicity, religion, or physical capacity.

In addition, there have been different cross-cutting issues like the Human Rights-Based Approach (HRBA), and Leaving No One Behind (LNOB) which have been addressed thoroughly in the result framework and intervention focus. Equal opportunities relate to human rights are meant to ensure equal opportunities, at obtaining and exchanging job scopes, skills, and facilities, and at fair opportunities amongst workers and employers. The project has been achieving the desired results in most of the cases according to the result framework regarding gender issue, rights-based approach, and ensuring the services for all regardless of their social and economic status.

In the case of policy for effective local governance, the project activities were hampered due to an unwanted COVID-19 pandemic. Within the pandemic situation the project focuses on policy advocacy that resulted the approval of (i) ToR for 17 UZP committees, (ii) Annual Reporting Guideline of UZP, (iii) Annual Reporting Guideline of UP, (iv) an Operational Guideline of WDF, (v) revised Upazila Revenue Fund Utilization Guideline, and (vi) issued two official letter for updating UP and UZP's website.

However, the time-consuming bureaucratic process of the government departments of Bangladesh<sup>45</sup> is another constraint to achieve the project results according to the theory of change in the policy-level intervention.

### 3.3 Effectiveness

Effectiveness analyses progress in the outcomes chain or causative process towards goals. There are some specific sets of focus that needs to be identified while examining the effectiveness of a project. In this part, the current study intends to identify the extent

to which the EALG project has been on track so far, to what extent EALG is attributing to the achieved changes and the barriers for not achieving the results targeted by the project.

44 General Economics Division, Bangladesh Planning Commission (2017), NSSS gender policy, The Cabinet Division & The General Economics Division (GED). Government of the People's Republic of Bangladesh: Dhaka.

45 Zafarullah, H., & Siddiquee, N. A. (2001). Dissecting public sector corruption in Bangladesh: issues and problems of control. *Public Organization Review*, 1(4), 465-486.



### 3.3.1 Inclusive and Accountable Upazila Parishad

As a part of the three components, the EALG project focuses on strengthening the capacity of Upazila Parishad. The capacity strengthening includes strengthening horizontal and vertical coordination at the UZP level, participatory planning and budgeting,

and SDG localization. The EALG project focuses on the technical sides to be strengthened which includes publishing annual plan and five-year plan, so that the UZPs achieve a better service delivery capacity.

#### A. Sustainable Development Goal Localization

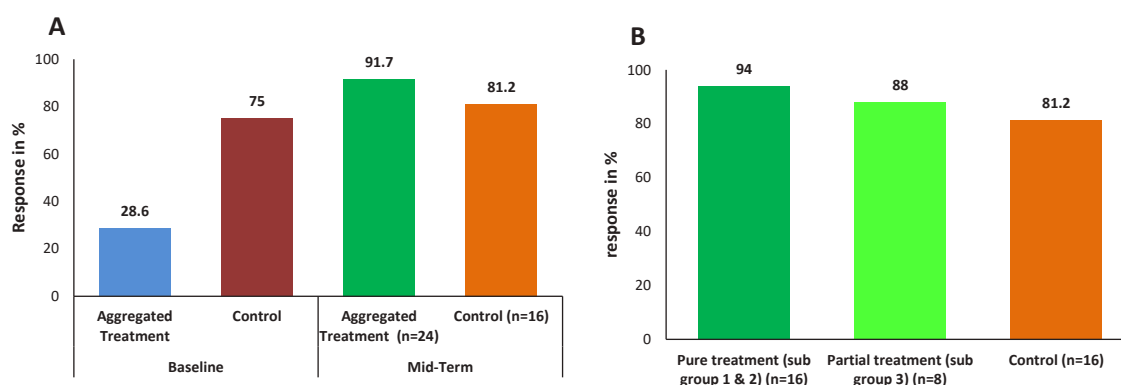


Figure 5 UZPs that Undertook SDG Localization. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data Based on Pure and Partial Treatment Areas

The study shows, in adopting the SDG localization initiatives, in treatment areas, 91% of UZP undertook the segment, where else, 81% of UZP of control areas undertook the same. The result is not statistically significant. However, considering the treatment areas, more UZPs are taking the SDG localization initiatives in the mid-term compare to baseline (28%). The dif-in-

dif analysis shows that the project intervention has a positive impact on the matter due to interventions of the EALG project. The EALG project addressed the SDG related focus in the five year plan and annual report that actually made the functionaries aware in this regard.

Table 21 Difference in difference between Treatment and Control Areas regarding SDG Localization Initiative

Intervention Area	Study phase	UZP Adopted SDG localization initiatives	Difference	Difference in difference
Treatment	Mid-term	91.7	77.4	56.9 (Positive impact of project intervention comparing baseline)
	Baseline	28.6		
Control	Mid-term	81.2	6.5	
	Baseline	75		

For the same issue, the regression analysis shows that the likelihood of the SDG localization initiatives is three times more in treatment Upazillas compare to control Upazillas (annex: 47). In addition, the probability of taking SDG initiatives is 42% and 46% more if the Chairman and the Female Vice-Chairman of the UZP are more likely educated. The probability of taking SDG initiatives is 24% more for the UZPs that has higher budget compared to their counterpart. It implies that, educated functionaries understands the SDG related initiatives better than other however budget is an issue in this regard. Nevertheless, awareness and knowledge can also play vital role to consider the SDG localization by the UZPs.

In this regard, the analysis indicated that 94% of pure treatment UZPs fulfill this aspect, which is 88% in the partial treatment UZPs. Findings from the KII disclosed that SDG localizations are taking place in the EALG intervention areas through various interventions (i.e., preparing annual and five year plan aligning with SDG goals). During interview, a line agency official in project area informed

“After receiving training from the EALG project, the Chairman and the Vice Chairman of the UZP have been working on SDGs goals with priority”.

Interview with the project implementation team reported that EALG project started SDG localization since 2018 starting with activities such as awareness, campaign and setting up billboards on various location to display the 17 SDG goals in the form of poetry. Then, they organized training of trainers on climate change, SDG and genders issues to train the government officers on integrating SDG in the planning process of the Upazila Parishad (as well as Union Parishad). The UNO, DDLG, Agricultural Officer, Women Affairs Officer, Social Welfare Officers and other government officials were invited to the training. Interview with the UZP Chairman and representative in the treatment areas also reported about the training on SDG awareness from the EALG project. Besides in 2020, the project helped to develop 5-year plan book for 16 Upazila Parishad which were at press during the field work phase of the mid-term review. In Cox's Bazar and Ukhiya JICA has developed the plan book therefore, EALG project maintained coherence in these areas. The topics of SDG such that education, climate change, women development and reduction of poverty were included in the five year planning. Due to budget constraints, 45 out of 251 unions were selected to publish annual report and five year plan, which UNDP already informed the ministers about the constraints. The government officials in the control area reported that the UZP activities are hardly aligned with the SDG programme

due to lack of budget and plan. A Chairman of the UZP in tretment areas informed that UP can adopt schemes focusing on SDG target more comparing to UZP. In case of UZP there was no planning on SDG localization, however, after the EALG intervention on training and five year plan preparation, UZPs are maintaining the SDG focus activities. On the contrary, the majority of the control UZP were not found to give focus on SDG localization while undertaking and implementing schemes. During interview, a UZP chairman in control area even expressed his unawareness about SDG localization. The results indicate that UZP did not focus on SDG localization while considering any scheme implementation. The mid-term review identified that while government officials at the UZP level are hard aware of the SDG localization, the elected functionaries are hardly aware regarding the issue. The elected functionaries have been awared of focusing on SDG localization via EALG project. One of the district facilitators said that:

“We have prepared a list of 39 tasks from SDG goals which are necessary and easy to achieved where EALG training helped us a lot to understand the impotence of SDGs.”



Figure 6 SDG Focused Five Year Plan of UZP

## Case Study: Billboard Displaying SDGs at the UZP Deliver a Message of Hope

A 43-year old Zohura, who works as a housemaid, always felt that education could have been her progress pathway in life she had been leading. But according to her it is too late now, and she does not want a similar future for her two children. "I did not get formal education and have to work as a domestic worker. But I do not expect the same for my children and want a better life for them. That is why I spend a major share of my income on purchasing their books, uniforms, and other education materials," Zohura said. Seeing the colorful billboard Ms. Zohura realized that education is not just a priority to herself, but that it is a priority for the nation as well. She showed the billboard to other parents in the village, and a conversation initiated in the community especially on education, health and gender equality. Many parents realized that taking their children out of school was not the right thing to do, while new parents made it a priority to send their young children to school as soon as they were old enough.

The billboard depicting the Sustainable Development Goals (SDGs) in their vibrant forms was an initiative of UNDP's Efficient and Accountable Local Governance (EALG) project with the government, which provides support to local government institutions to integrate SDGs in their development plans and policies in a bid to reach the masses. "It is not only the easy language that the villagers could understand or the vibrant colours that drew them in. What truly struck a chord with them was the message of hope that SDGs deliver," pointed out Mr. Abu Shahin M Ashaduzzaman, former project coordinator of EALG.

"Beneficiaries must be aware of SDGs, in order to spread the message of sustainable development among everyone. Learning about the 17 global goals has made the villagers more aware of social and economic issues in their community," he added. "They can now engage in constructive and productive discussions on how to solve these issues and reap the benefits of sustainable development initiatives offered by their local government," he ended on a note of hope. With support from United Nations Development Programme, EALG project installed 256 billboards on Sustainable Development Goals in 240 unions and 16 sub-districts (Upazila) of Bangladesh under eight districts (Chandpur, Faridpur, Khulna, Netrokona, Patuakhali, Rangpur and Sunamganj). Later on EALG project also installed 13 billboards in Cox's Bazar with new rhymes which are easier for the community people to understand.

### B. Strengthening UZP Committees for Horizontal Coordination with Line Departments and Upward Accountability with District Coordination Committee

Upazila Parishad is comprised of 17 committees. To strengthen the UZP committees, it is important to increase coordination among different tiers. For example, coordination can be attained at the horizontal axis where the line ministries are there at the Upazila Parishad. Such horizontal accountability can contribute to the improvement of service delivery at the UZP level. On the other hand, vertical coordination between UZPs and the district coordination committees may contribute ensuring upward accountability. KII with the project officials reported that, during the approval of the project, Honorable Prime Minister also emphasized on maintaining coordination with at least health, agriculture and education department. The EALG project has also emphasized on this and one of the Agricultural Officers in the treatment areas informed that UZP coordinated with all of these departments. The coordination activities related to agriculture include monitoring different projects, distribution of fertilizer and seeds, identify the deficit of fertilizer from the farmers,

dealership rejection (in case of found guilty), publishing notice at local level and different announcements. The importance of the coordination was also pointed out by one of the DDLGs that sometimes Bangladesh Bureau of Statistics cannot provide urgent sufficient data, to set up goal for project intervention, that hinders project implementation activities. In this regard, coordination between different line departments and Upazila Parishad is very important for effective scheme implementation. The higher officials of the Local Government Department pointed out that autonomy of the Upazila Parishad functionaries may hinder the implications of the central government policy as many of them are not capable of maintaining those. In such cases, UNO possess more capacity to maintain the effective distribution of budgets from ADB and other sources. Account assistant cum computer operator are trained in some extent although their recruitment circular is pending. Including more human resource will increase service delivery efficiency.

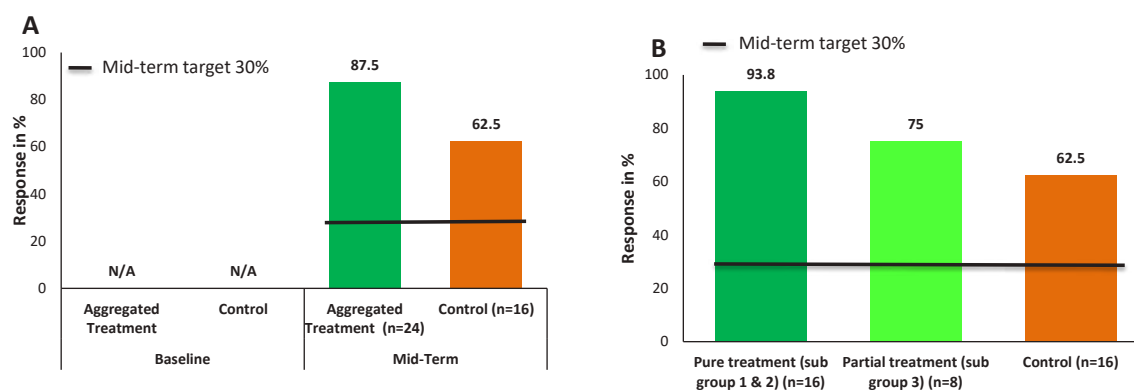
To ensure coordination, it is also important to issue circular for provision for allowances of the personnel who are expected to join in different coordination meetings. The target of the mid-term evaluation was 20% where the study found that 58% UZPs of treatment

areas issued the circulars with provision for allowances (annex: 40). Using the z-test for comparing two proportion, the study found that the difference between the treatment and control is not statistically significant (annex 41). From the key informant interview with project team, the study found that EALG project has not taken initiative so far in this regard. The project has kept it in annual work plan for 2020-2021. However, it is still a debate whether the UZP (also UP) has institutional capacity or not to maintain the provision for allowance and it will be discussed within project activities. Yet, the Upazila Parishad of the treatment areas are pro-actively issuing the circular with provision for allowance. The spatial segregation illustrated that UZPs of Rajshahi and Rangpur are lagging in this regard (annex: 42). The project has not yet provided intervention in this regard resulting no proper guideline and like UZP functionaries of other areas, they were hardly proactive. However,

interview with treatment UZP functionaries showed that UZPs are in the process of issuing a circular with a provision for allowances in UZP committee activities and soon they will publish it.

The study observed, with regards to the circular with provision for allowance, the probability of the UZPs of treatment areas are 64% more compared to control areas (annex: 43). In addition, if the Chairman is more educated, the probability of the circular with provision for allowance in UZPs increases 7% more likely than the less-educated Chairman. However, the results are not statistically significant. The Chairmen, who have availed training on the UZP Act, two times more likely circulate the provision for allowance.

It has been seen, in regards to this issue of circular with provision for allowance for participation, the difference between pure treatment and partial treatment UZPs has no statistically significant difference.



**Figure 7 UZPs that Coordinated with DDCC and Transferred Departments. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas**

Considering coordination with at least three transferred departments of the District Development and Coordination Committee (DDCC), 79% of treatment Upazillas maintained the coordination compared to 75% of control Upazillas (annex: 44). The z-test for two proportions shows the result is not statistically significant.

In case of pure and partial treatment areas there is no significant differences. However, the regression analysis shows that the likelihood of coordination is 23% more in treatment Upazillas compared to control Upazillas (annex: 45). In addition, the probability of coordination is 47% more when the Chairman of the UZP is more likely educated. Besides, if the UZP Chairman received training regarding UZP Act, the probability of coordination proliferated two times more likely.

Findings from the KII reveals that In the EALG intervention areas UZPs are maintaining horizontal coordination with the line ministry departments more than before due to periodic and six monthly

coordination meeting at UZP and District level with relevant stakeholders arranged by EALG. For example, an agricultural officer at the UZP level reported that they provided seed, pesticides and other agricultural products to the community. However, they did not maintain coordination with the UZP before the EALG project. After the introduction of the project, the Chairman and Vice Chairman of the UZP proactively maintained coordination with the agricultural department. Thus the officials of the line ministries can also address the priority of the community people. An Agricultural Officer opined:

“Although we supported the citizen by various intervention, however, we did not have the list of priority where the intervention was needed the most. Coordinating with the UZP functionaries, we could rightly intervene at the vulnerable areas.”

### C. Participatory Planning and Budgeting at UZP

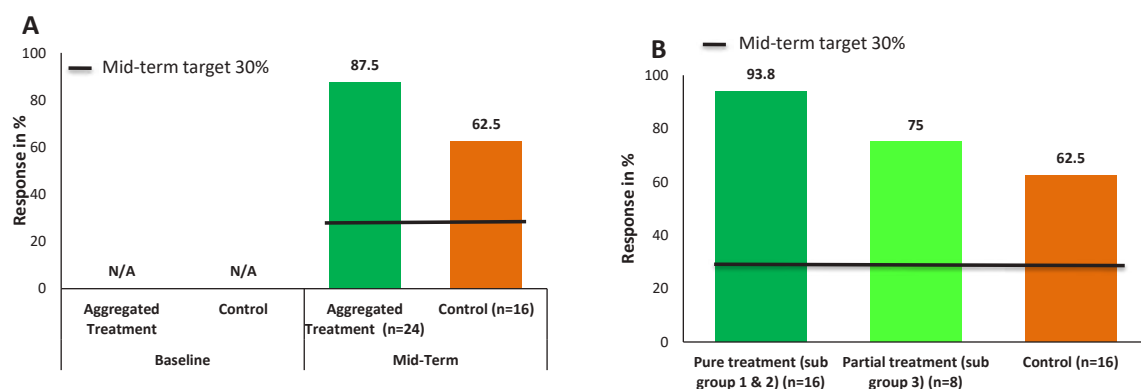


Figure 8 UZPs that Managed Schemes in Participatory Manner. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas

Study shows, 87% of UZPs in treatment areas maintained planning, budgeting and scheme management in a participatory manner compared to 62% of UZPs in control areas. In logit regression, we see, the probability of adopting a participatory manner is two times more likely in the treatment areas compared to control areas (annex: 53). However, if the Chairman has training regarding the UZP Act, the UZPs are two times more likely to manage the scheme in participatory manner. The same tendency is true if the education of the Chairman is more likely higher than their counterparts. Besides, the pure and partial treatment comparison showed that, almost 94% (93.8%) of pure treatment UZPs maintained planning, budgeting and scheme management in a participatory manner, which is 75% in partial treatment UZPs.

From KII with Chairman of Union Parishad, the study found that during annual planning and annual budget UP Chairman, UZP Chairman, Women Vice-Chairman, local influential people attended the meeting. UP Chairman presented the issues came from Ward Shava to UZP. One of the UP Chairman said:

“I presented the issues that came from the Ward Shava during budget and planning meeting in UZP and the system improved after the training of EALG.”

Due to awareness development training by EALG to the UP and UZP functionaries, the process of participatory budgeting is running smoothly. According to the UNDP higher officials EALG project is emphasizing at least six of the UZP committees to coordinate with the line ministries in terms of planning, budgeting, climate resilient planning through enhanced effort. This might work as another catalyst in this regard to make the planning and managing of schemes in participatory manner.

### D. Budget, Revenue and Expenditure of Upazila Parishad

The UZP institutional survey identified whether the UZPs prepare annual budget every year. Analysis found that all the treatment UZPs are preparing budget every year while 94% of the control UZP prepared budget every year (annex: 36). Analysis also found that, the annual budget of UZPs has increased in the treatment areas significantly compared to control areas. The average budget of treatment UZPs were BDT 80663501 while control UZPs were 60179393 in 2018-19. The average budget increased in the treatment UZPs to BDT 90279237 and decreased in control UZPs to BDT 58934889 in 2019-20.

Table 22 Average Annual Budget of UZPs in 2018-19 and 2019-20 in BDT and Diff-in-Diff

Intervention area	Fiscal Year 2018-19	Fiscal Year 2019-20	Difference	Difference in Difference
Treatment (24)	BDT 80663501	BDT 90279237	9615736	10860240 (Positive impact of project intervention comparing baseline)
Control (16)	BDT 60179393	BDT 58934889	-1244504	

In case of improving the budget comparing to previous year, study shows that around 71% UZPs of the treatment areas and 63% in the control areas improved budget than previous year. More UZPs of pure treatment (75%) improved budget compare to that of partial treatment (63%) (annex: 69) . It indicates that partial treatments and control UZPs has similar types of trending in case of improving budget. Analysis found that, all the UZPs in the treatment areas prepare annual budget every year. While more than three fourth (79%) of the treatment UZPs published their budget

timely, half of the UZPs in treatment areas (50%) maintained so. The number of treatment UZPs whose functionaries received training outnumbers (58%) the control UZPs (44%). In case of effectiveness of the training, functionaries of the treatment areas found it more likely effective (46%) than that of control areas (31%). Moreover, while preparing the annual plan and budget, UZPs of the project areas work to ensure the participation of women (88%), ethnic minorities (54.2%) and social excluded group (71%) more than the non-project areas.

Table 23 UZPs Annual Budget Preparation

Responses	Treatment Areas %	Control Areas %
UZPs that improved budget	70.8	62.5
UZPs publish budget timely	79.2	50.0
Functionaries received training on preparing budget	58.3	43.8
Effectiveness of the training:		
Very effective	12.5	12.5
Effective	37.5	25.0
Somewhat effective	8.3	6.2
Ensuring participation in budget and planning:		
Women	87.5	56.2
Ethnic minorities	54.2	31.2
Social excluded group	70.8	37.5
Prepare annual budget every year	100	93.8

Regarding publishing budget on a timely basis, the mid-term study observed that, 79% of UZPs in treatment areas did the segment compared to 50% of UZPs in the control areas (annex: 54). Whereas, in the

baseline, 14% of the treatment Upazilas maintained so. Thus, the dif-in-dif disclosed the positive impact of the intervention.

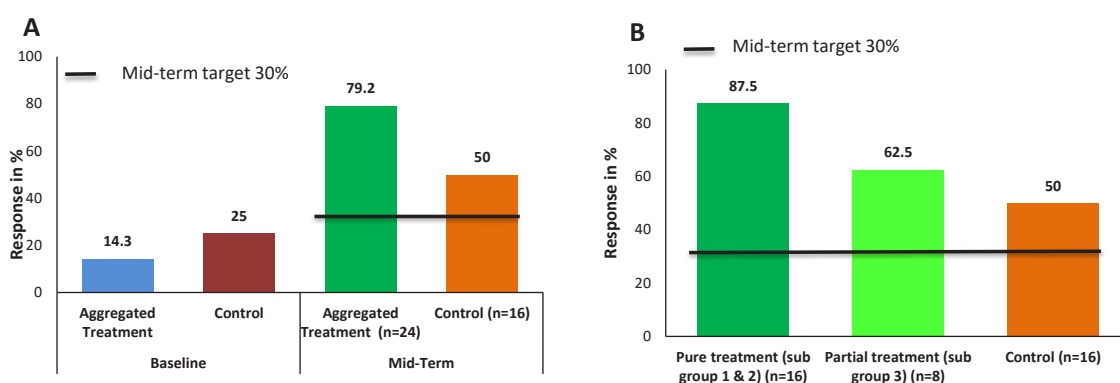


Figure 9 UZPs that Publish Budget Timely Pure Treatment wise. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas

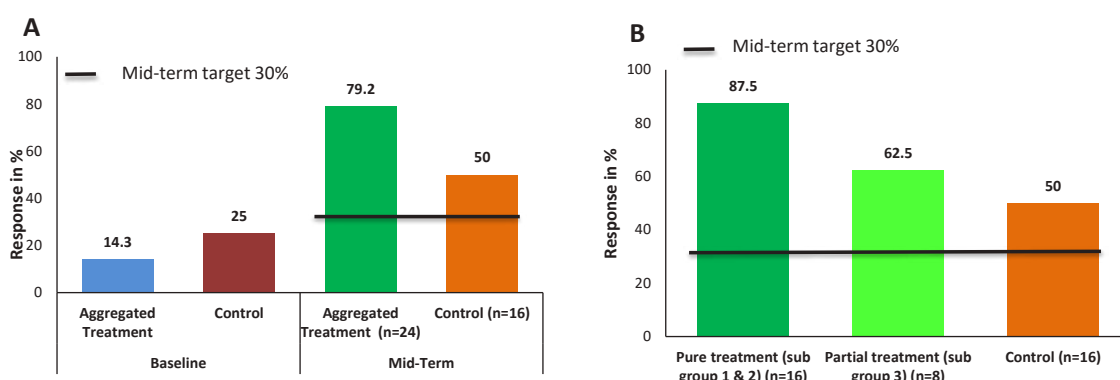
**Table 24 Difference in Difference between Treatment and Control Areas regarding UZPs that Published Budget Timely**

Intervention Area	Study phase	UZP that publish budget timely %	Difference	Difference in difference
Treatment	Mid-term	79.2	64.9	39.9 (Positive impact of project intervention comparing baseline)
	Baseline	14.3		
Control	Mid-term	50	25	
	Baseline	25		

Using the z-test for comparing two proportions, the study found that the difference between the two groups (treatment and control) is not statistically significant. However, the regression analysis shows that the likelihood of UZPs who published a timely budget is four times more in treatment Upazillas compare to control Upazillas (annex: 55). Here, the analysis found that pure treatment UZPs (87%) have done far better than the partial treatment UZPs (62%).

It has been learned through KIIs with the district

facilitators and DDLG that, in project intervention, it is clearly instructed that to run a better accountable and transparent local government, the budget needs to be published timely and these UZPs were trained accordingly in this regard. In terms of financial management, the study found from the KII that the UZPs are maintaining bank reconciliation statement regularly. Moreover, EALG project is preparing public financial management that would be helpful for better financial management of the UZPs.



**Figure 10 UZPs that Publish Budget Timely Pure Treatment wise. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas**

The mid-term evaluation identified the revenue and expenditure of the respected UZPs via institutional surveys. It is to be noted that, the study team considered only the values that were documented in written form. Analysis shows that in case of revenue generation, treatment areas are ahead of control areas in case of revenue from house rent, revenue from hat-bazar, water

bodies, ferry ghat etc. and registration fees and other sources. In case of expenditure, development expenditure regarding repairing and maintenance construction, relief and other, treatment UZPs outnumbers the control UZPs. Almost in all the cases of treatment UZPs, revenue improved from previous years except for registration fees. It is understandable that

due to COVID-19 situation, recession in economic

activities reduced the revenue in this regard.

**Table 25 Revenue and Expenditure of UZPs in Fiscal Year 2018-19 and 2019-20**

Revenues	Fiscal Year 2018-19		Fiscal Year 2019-20	
	Treatment (24) Avg BDT	Control (16) Avg BDT	Treatment (24) Avg BDT	Control (16) Avg BDT
Revenue from House Rent	771512	489902	1258535	569748
Revenue from Hat-bazar, Water Bodies, Ferry Ghat etc.	6345600	3790428	9629834	4210858

Revenues	Fiscal Year 2018-19		Fiscal Year 2019-20	
	Treatment (24) Avg BDT	Control (16) Avg BDT	Treatment (24) Avg BDT	Control (16) Avg BDT
Holding Tax	100690	1830548	279386	1185843
Trade Tax	0	42397	0	74640
Registration Fees and Others	1000301	32384	919738	65950
Development Grants from Government	4797005	8576606	5328268	9162717
Expenditure				
Revenue Expenditure (wages, salaries, allowance house rent, utility bills and operational cost etc.)	5305691	8841162	5444694	11889675
Development expenditure (repair and maintenance construction, relief and others)	31567858	18285013	27749274	20520376

### E. Promoting Downward Accountability of UZPs

The EALG project aims to strengthen downward accountability through inclusive public engagement mechanism and practices. There are few activities of the project to ensure this, one of which is using the digital platform. With the extended access to the internet and communication media, it is feasible to

engage people via online. Facebook or Twitter is a better option in this regard and the EALG project puts emphasis on it. Analysis found that, 75% UZPs of the treatment areas and 50% of control areas have active Facebook account. The result indicates that, mid-term target has been achieved by the project (mid-term target was 75%).

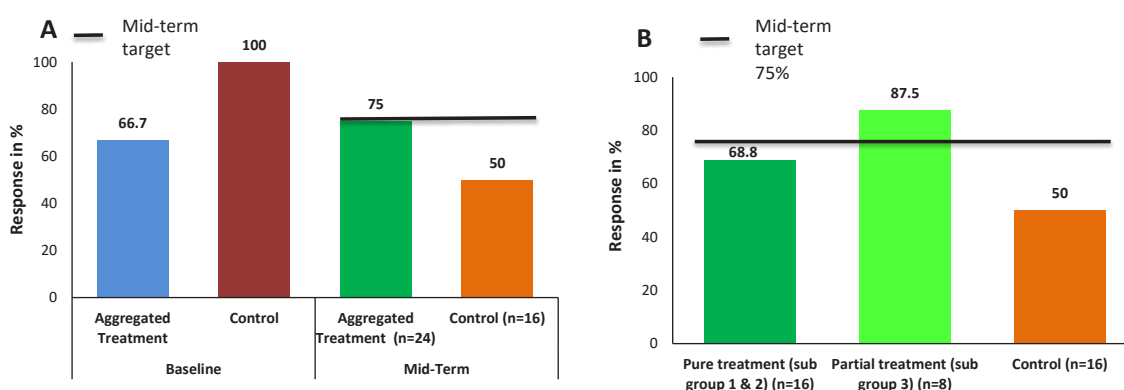


Figure 11 Active Facebook of UZPs. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas

In case of pure and partial treatment areas, both pure (69%) and partial treatment (88%) outnumbers the control areas (50%) UZPs. Although partial treatment shows better performance due to disproportionate distribution, the count data of pure treatment outnumbers partial treatment. It is also important to note that, in the partial treatment areas, although there is no intervention from the EALG project at the UZP level, interventions of other projects are available. For example, in Patuakhali Sadar Upazila Parishad, LGSP and Logic projects are operational and better performance of the upazila with regard to having active facebook account might be the outcome of those projects.

### F. Satisfaction of the Citizen Regarding Upazila Parishad Services

To know about the satisfaction level of the citizen, the study team asked the HH and citizen perception survey respondents about the services they received from the Upazila Parishad. Analysis finds that around 69% of the total respondents were satisfied with the services received from UZP while 13% were neutral and 18% were dissatisfied. In treatment areas, nearly three fourth (71.8%) respondents were satisfied while in control areas around two third (65%) respondents were satisfied with the services received from UZP. The difference between treatment and control is statistically significant (annex: 26).



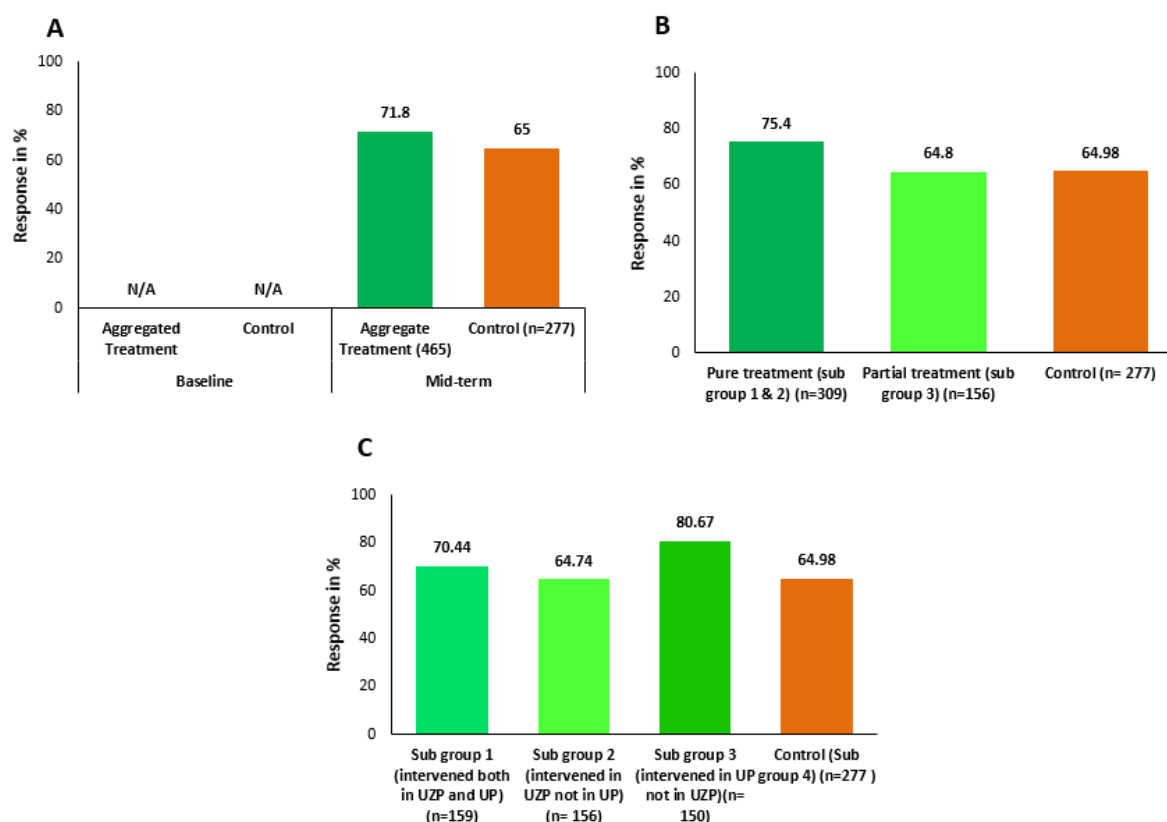


Figure 12 HH Satisfaction about UZP Services. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term Based on Sub Group

Considering gender wise segregation, around 69% male and 71% female were satisfied with the services from UZP. However, the differences of satisfaction between male and female are not statistically significant (annex: 27). It is to be noted that, more respondents of the treatment areas (687 respondents)

received services from the UZPs compared to that of control areas (55 respondents). Improved accessibility in the UZPs in the project areas might work as catalyst for the citizens of treatment areas to more likely receive services from UZPs.

Table 26 Satisfaction of Citizen regarding UZP Services

Services	Treatment % (687)	Control % (55)
Law and Order	77.8	77.1
Primary and Mass Education	74.1	77
Secondary and Madrasha Education	73.5	77
Freedom Fighter	66.9	91.8
Communication and Infrastructure Development	60.9	57.3
Health and Family Welfare	60	70.5
Public Health, Sanitation and Supply of Safe Drainage Water	52.2	62.3
Women and Children Development	45.6	62.3
Land Related Services	41.1	49.1
Cultural Activities	40.8	49.2
Fisheries and livestock	37.1	45.9
Youth and Sports	37	44.3
Forest and Environment	36	41

Services	Treatment % (687)	Control % (55)
Social Welfare	31.5	52.5
Rural Development and Cooperative	28.5	42.6
Observation, monitoring and controlling of market price	24.7	42.6
Finance, Budget, Planning and Mobilization of Local Resources	23.5	50.8

Further analysis has found that, in the treatment areas most respondents (74% or above) have reported their satisfaction with the law and order, and the education services received from the UZPs. Moreover, above 50% of the respondents in the treatment areas are satisfied with the freedom fighter allowance service, communication and infrastructure development, and health and family welfare services. On the other hand, 77% of the respondents in the control areas have reported their satisfaction with the law and order and education services received from the UZPs. However, Citizen's satisfaction with the rural development, monitoring and controlling market price and finance, budget, planning and mobilization of local resources was found to be relatively low in treatment areas.

Considering the sub group wise distribution, the study identifies that, among the treatment areas, respondents of sub group one and three are more likely satisfied compared to that of sub group two. Sub group two has no intervention in Union Parishad however, the intervention is available in Upazila Parishad. The result indicates that, despite of intervening in the Upazila Parishad, citizens are less likely satisfied if there is no intervention in the Union Parishad.

The mid-term evaluation identified the satisfaction of the respondents regarding UZP services is according to male-female and poor-non poor categories. As the baseline data is available, this study adopted difference in difference analysis to identify whether there is any meaningful changes within the indicators comparing

with the baseline. However, in case of female segregation, only 10 respondents in the control areas reported to receive services from UZP therefore, the result is not at all statistically significant and difference in differences are also invalid. From the following table we see that, in case of male, the satisfaction of the citizen regarding UZP almost is more in treatment areas (72%) than that of control areas (64%) and the result is statistically significant according to z-test for two proportions. Although, comprehensively the satisfaction level decreased compared to the baseline, the difference in difference analysis showed positive impact of the project interventions. The findings from the FGDs reported that during COVID-19 pandemic, people had lots of expectations on the UZPs. Failure to fulfilling those expectations such as relief and providing health services made them less likely satisfied with the UZP services. In this regard, the EALG intervention areas performed well as the project introduced several activities regarding COVID-19 pandemic. The diff-in-diff analysis therefore shows that, the project intervention has impact on the satisfaction in case of male respondents. The z-test for two proportion indicates that, the satisfaction level of the male in treatment areas are greater than that of control areas with statistical significance. On the contrary, in case of female, the satisfaction regarding UZP services is larger in mid-term (67%) compared to baseline (58%) in the treatment areas. However, due to disproportionate sample, the results are not statistically significant.

**Table 27 Difference in Difference between Satisfaction of Citizen regarding UZP Services according to Poor, Non-poor**

Intervention Area	Study phase	Satisfaction of Poor Regarding UZP Services	Difference	Difference in difference
Treatment	Mid-term	73.1	29.9	18.9 (Positive impact of project intervention comparing baseline)
	Baseline	41.7		
Control	Mid-term	64.8	11	
	Baseline	53.8		
Intervention Area	Study phase	Satisfaction of Non-Poor Regarding UZP Services	Difference	Difference in difference
Treatment	Mid-term	72.8	43.6	18.7 (Positive impact of project intervention comparing baseline)
	Baseline	29.2		
Control	Mid-term	68.7	24.9	
	Baseline	43.8		

The study team also identifies the differences between the satisfaction of poor and non-poor and compared with the baseline. Analysis found that relatively poor citizens were more likely satisfied with the UZP services comparing with mid-term (72%) and baseline (42%) evaluation and the study found significant improvement according to diff-in-diff. The

treatment areas also outnumber the control areas (65%) in case of poor satisfaction regarding UZP services. The similar results are found in case of non-poor citizen where treatment areas (73%) outnumber control areas (69%) and mid-term evaluation found better than that of baseline (29.2) evaluation with significance.

**Table 28: Satisfaction of Citizen regarding UZP Services according to Poor, Non-poor**

Percentage of satisfaction of poor regarding UZP services				
Study phase	Intervention Area	Satisfaction	Difference	Difference in difference
Mid-term	Treatment	73.1	29.9	18.9 (Positive impact of project intervention comparing baseline)
Baseline	Treatment	41.7		
Mid-term	Control	64.8	11	
Baseline	Control	53.8		
Percentage of satisfaction of non-poor regarding UZP services				
Study phase	Intervention Area	Satisfaction	Difference	Difference in difference
Mid-term	Treatment	72.8	43.6	18.7 (Positive impact of project intervention comparing baseline)
Baseline	Treatment	29.2		
Mid-term	Control	68.7	24.9	
Baseline	Control	43.8		

In a nutshell, the overall satisfaction level of the citizen improved in the mid-term compared to baseline and better in treatment areas compared to that of control areas. To identify the factors that influence the satisfaction of the citizen in case of UZP services, the study adopted ordered logit regression analysis. The dependent variable *satisfaction* is ordered in 5 point likert scale starting from very dissatisfied (counted as 1) to very satisfied (counted as 5). The higher the number, the better the satisfaction. Analysis finds that respondents of the treatment areas are 32% more likely satisfied regarding the satisfaction of services received from UZP compared to that of control areas (annex: 56). The result is significant at 10% statistical level of significance. More educated citizens are 10% more likely satisfied compared to that of less-educated citizens at a 5% statistical level of significance. The result implies that, respondents of the treatment areas are receiving better services where project intervention is working as a catalyst. Also, educated people understand the services and procedure better than their counterparts that helped them to be more likely satisfied.

The qualitative findings postulates that, community people hardly visit to the Upazila Parishad to receive any

services and attend in any activities. Usually the people living or working near Upazila Parishad areas have direct contact with the UZP rather than community people of the village of Union level. Unless there is any major requirement, people do not pay visit to UZPs. Yet, the treatment areas are performing well in terms of service delivery that reflected on the overall satisfaction of the citizens. There are still scopes for the UZPs to engage more community people in their activities.

#### G. Activating Women Development Forum

To strengthen the capacity of Women functionaries at UZP, activation of WDF seems to be very important and helpful. KIIs with Vice Chairman (Woman), Chairman, District Facilitators and DDLG confirmed that the more women are involved in social and political activities, their awareness getting better and better. However, quantitative data indicate, in this project, while the mid-term study had the target of 60% regarding women vice-Chairman and counselor trained and active in WDF, 87% of UZPs are fulfilling the criteria (annex: 59) whereas in the baseline, it was only 28%.

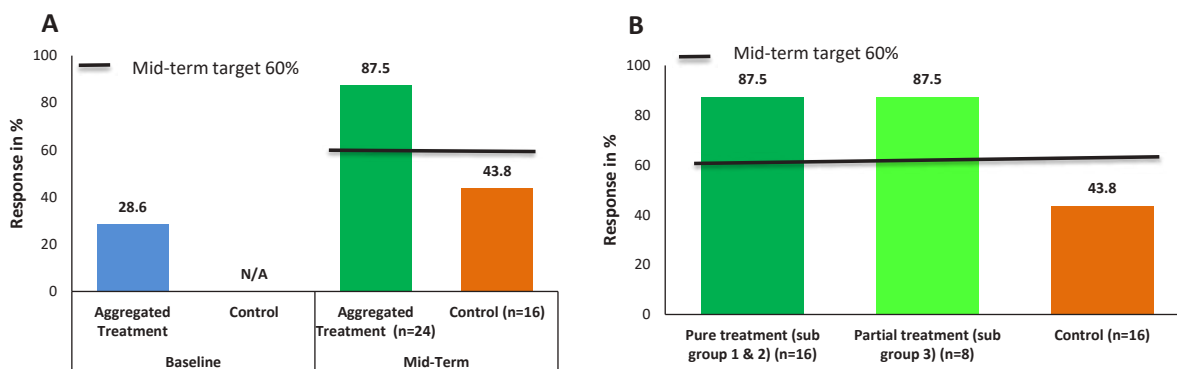


Figure 13 Vice-Chairs (Women) and Councilor Trained and Active in the Women Development Forums. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas

The difference-in-difference analysis says more women functionaries are active in the WDF in the treatment areas .

Table 29 Difference in Difference between Treatment and Control Areas Regarding UZPs that Adopted SDG Localization Initiatives

Intervention Area	Study phase	UZP Adopted SDG localization initiatives %	Difference	Difference in difference
Treatment	Mid-term	87.5	58.9	56.9 (Positive impact of project intervention comparing baseline)
	Baseline	28.6		
Control	Mid-term	43.8	43.8	
	Baseline	0		

The z-test also indicates that treatment areas are performing better than that of control areas significantly. The probability of Women Vice-Chairman and counselors being trained and active in WDF in the treatment areas are 9 times more likely than in the control areas (annex: 60). Also, in this regard, pure and partial treatment UZPs (87.5%) outnumber than that of control areas (43.8%).

Bi-monthly meetings were arranged for UZP women development forum with technical and financial support and provide training to the WDF. Moreover, EALG is preparing a comprehensive guideline for the Women development forum. The women development forum was formed in 2013. Till now this forum have engaged themselves in many projects and some of the other UN projects as well. They have received support from other programs. If this continues this forum will definitely sustain and continue their operations.

This is worthwhile to mention that the recent approval of a comprehensive operational guideline of WDF from LGD has created better opportunity to perform their mandate with more confidence.

#### Awareness of WDF Members on LGI Rules

The mid-term evaluation identified whether the WDF members are aware of the available rules and legislation of the Local Government Institutions. Unless they are aware of the legislations, it would be difficult for them to execute their roles and responsibilities properly. Moreover, knowledge regarding the LGI rules enable the WDF members to play leading roles with confidence. Analysis from the UZP institutional survey found that the WDF members of the treatment areas are more likely aware than control areas in case of UZP act amendment 2009 (71%), UZP act amendment 2011 (54%), UZP budget 2010 (83%) and UZP revenue utilization rule 2014 (83%).

Table 30 Awareness of WDF Members regarding LGI Rules

Legislative Instruments	Treatment % (24)	Control % (16)
Upazila Parishad Act Amendment 2009	70.8	50
Upazila Parishad Act Amendment 2011	54.2	50
Upazila Parishad Budget 2010	83.3	50
Upazila Parishad Revenue Utilization Rule 2014	83.3	43.8

#### H. Participation of Women in Scheme Management Leadership

More UZPs are managing schemes under the leadership of women than in the baseline. In the baseline around 74% of the treatment UZP's implemented schemes under the leadership of the Women Vice-

Chairman, whereas, the mid-term evaluation around 95% of the UZPs were found to do this. The difference-in-difference has indicated a positive impact of the intervention.

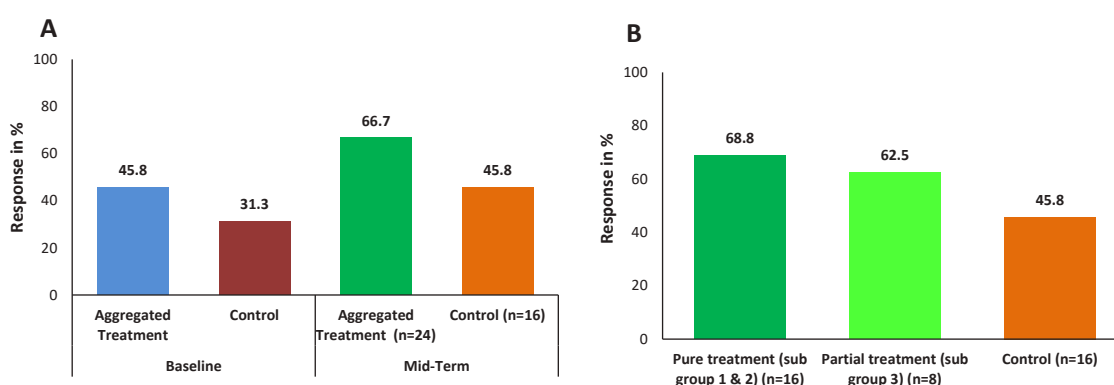


Figure 14 UZPs that Implemented Schemes under the Vice-Chairs (Women) and Women Councillors A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas

Table 31 Difference in Difference between Treatment and Control Areas Regarding UZPs that Implemented Schemes under the Leadership of Vice-Chairman (Women)

Intervention Area	Study phase	UZP that Implemented Schemes under the Leadership of Vice-Chairman (Women)	Difference	Difference in difference
Treatment	Mid-term	95.8	42.4	25.6 (Positive impact of project intervention comparing baseline)
	Baseline	71.4		
Control	Mid-term	68.8	16.8	
	Baseline	50		

Also, the z-test shows, the difference between treatment and control is statistically significant where treatment outnumbers control. Besides, in between the comparison of pure and partial treatment UZPs with regards to this issue, both pure treatment (94%) and partial treatment (100%) UZPs are managing schemes under Vice Chairman (Woman) compared to control areas (69%) UZPs.

Logit regression says, that, the higher the

education level of Chairman (10 times more likely at 10% significant) and Vice-Chairman (4 times more likely at 1% significant) the higher the probability of Women Vice-Chairman to lead schemes (annex: 63). KIs with Vice-Chairman of UZPs informed that, after the interventions of EALG project, Women Vice-chairmen are leading from the front in terms of different UZP schemes, which was hardly practiced before.

### 3.3.2 Sustainable and Democratic Union Parishad

Union Parishad (UP) is the lowest tier of local government that remains very close to the grassroots people. UP is a locally elected body composed of one Chairman and 12 members. Among the members, 9 are from general seats and 3 seats are reserved for women. EALG project has been implementing various interventions to strengthen the capacity of the UP and its functionaries. Although the project does not provide any direct intervention to the community people, it is expected that, with the enhanced capacity gained through EALG, the UP and its functionaries would be strong enough to provide better services to the mass people.

#### A. Capacity Building of UP Chairs and Members in The Light of Roles and Responsibilities Defined by the UP Act 2009,

The UP Act of 2009 has clearly spelt out the functions and responsibilities of Union Parishad and

its functionaries. However, in majority cases, the UP functionaries are found unable to comply with those legal requirements mainly due to a lack of awareness about the relevance provision of the Act. To overcome this difficulty, as a part of project intervention, the EALG project has been providing training to different functionaries of the Union Parishad. The trainings were provided mostly to the Chairman, members from general seat, members from reserved seat, secretary, gram police, UDC etc. The topics of the training covered responsibilities of UP Chairman, financial management, open budget, ward shava, public hearing, local resource mobilization, right to information, anti-corruption, advanced computer application, annual report, annual budgeting, planning scheme formulation and implementation etc.

The mid-term evaluation collected data from the treatment and control UPs. It needs to be mentioned here that the control UPs also received various kinds of trainings from government, different other projects or NGOs. With a view to increase the capacity of the functionaries The EALG project provided them training on various issues listed in following table.

Table 32 Training of Different UP Functionaries in Different Topics (Percentage in Multiple Response)

Topics of Training	Chairman		Member		Female Member		Secretary	
	Treat-ment	Control	Treat-ment	Control	Treat-ment	Control	Treat-ment	Control
Activities and Re-sponsibilities of UP Chairman	86.49	96.67	72.22	84	73	77	89	88
Financial Manage-ment	83.78	70.00	42	32	51	31	89	81
Open Budget	67.57	53.33	61	32	62	35	76	56
Ward Shava	59.46	56.67	81	72	76	73	74	75
Public Hearing	35.14	16.67	31	16	32	15	42	13
Local Resource Mobi-lization	48.65	33.33	31	16	32	15	45	31
Women Development Forum	27.03	13.33	22	12	84	69	34	16
Planning Scheme Formulation and Im-plementation	72.97	66.67	39	28	41	31	74	59
Foundation Training	24.32	26.67	19	12	19	15	63	56
UP Planning	62.16	66.67	39	16	41	15	66	59
Right to Information	70.27	60.00	39	20	41	23	76	56
Anti-Corruption	43.24	23.33	33	16	32	15	42	19
Advanced Computer Application	8.11	3.33	8	0	5	0	32	44
UP Annual Report	48.65	33.33	22	12	14	8	61	53

Topics of Training	Chairman		Member		Female Member		Secretary	
	Treat-ment	Control	Treat-ment	Control	Treat-ment	Control	Treat-ment	Control
Updating UP Website	21.62	6.67	14	0	11	0	55	28
Gram Police Training	13.51	0	8	0	5	0	18	3
Performance Evaluation	40.54	20	19	0	19	0	39	25
<b>Total Response</b>	<b>37</b>	<b>30</b>	<b>36</b>	<b>25</b>	<b>37</b>	<b>26</b>	<b>38</b>	<b>32</b>

From the above table we find that, in 86% of cases, UP chairmen of the treatment areas received training on the functions and responsibilities of UP Chairman while in control areas, in 97% of cases, Chairmen received training regarding activities of UP Chairman. As the functionaries of the control areas received training from NILG, they mentioned that they were aware of the activities of UP Chairman. However, in case of financial management, open budget, ward shava, public hearing, local resource mobilization, women development forum, planning scheme formulation and implementation, right to information, anti-corruption, advanced computer application, annual report, updating UP website and performance evaluation, Chairmen of the treatment UPs received more training than the Chairmen of the control UPs. From the institutional survey of Union Parishad, the study found that, the Chairman of the treatment areas were trained on financial management in 84% of cases, open budget in 68% cases, public hearing in 35% of cases, updating UP website in 22% of cases, right to information in 70% of cases and performance evaluation in 41% of cases. On the contrary, the chairmen of the control areas were trained in the same categories in 70%, 53%, 17%, 7%, 60%, 20% cases respectively. It implies that, the chairmen of the treatment areas received those training that are beneficial to ensure more public participation, improved accountability and transparency compared to that of control areas. The other functionaries also expressed similar opinion about the efficacy of training.

From the key informant interview we found that EALG provided different types of training to the UP functionaries in different time intervals. The topics

of the training put emphasized on the SDG goals. Moreover the project provided training to six members of standing committee and village polices were also trained on their responsibilities. Sometimes, the trainers found the trainees less capable of replicating the learning from the training by the UP functionaries. In such cases training session should be conducted for full day instead of half day and iterative training will help to refresh the memories. The district facilitators as well as the LGI functionaries opined that, follow up monitoring would be helpful in this regard.

#### B. Availability of Secondary Legislative Instruments in UZP

In case of availability of secondary legislative instruments in UZP, the field supervisors and research assistants checked the documents and then ensured the availability. The mid-term review found that all the UZPs of treatment and control areas possess Upazila Parishad manual. The UZPs of the treatment areas outnumber the control areas in case of availability of guideline for five year plan preparation, Union Parishad operational manual, guideline for budget preparation, guideline for preparing annual plan, tendering guideline, right to information act, planning book, consumer right related committee and drug and trafficking controlling related committee. Only in case of guideline for procurement control UZP outnumbers the treatment UZP, however, the result is not significant. In most of the cases, treatment areas improved baseline status in the mid-term.

Table 33 Availability of Secondary Legislative Instruments at UZP Office

Legislative Instruments	Mid-Term		Baseline	
	Treatment %	Control %	Treatment %	Control %
Upazila Parishad Manual	100	100	85.7	75
Guideline for Five Year Plan Preparation	83.3	56.2	71.4	-
Union Parishad Operational Manual	70.8	43.8	71.4	50
Guideline for Budget Preparation	62.5	50	71.4	25
Guideline for Preparing Annual Plan	62.5	56.2	28.6	25
Tendering Guideline	54.2	43.8	42.9	25

Legislative Instruments	Mid-Term		Baseline	
	Treatment %	Control %	Treatment %	Control %
Right to Information Act	50	18.8	57.1	25
Guideline for Procurement	41.7	43.8	71.4	75
Planning Book	37.5	18.8	28.8	50
Consumer Right Related Committee	4.2	0	N/A	N/A
Drug and Trafficking Controlling related Committee	4.2	0	N/A	N/A

### C. Activating Ward Shava for Inclusive Decision Making

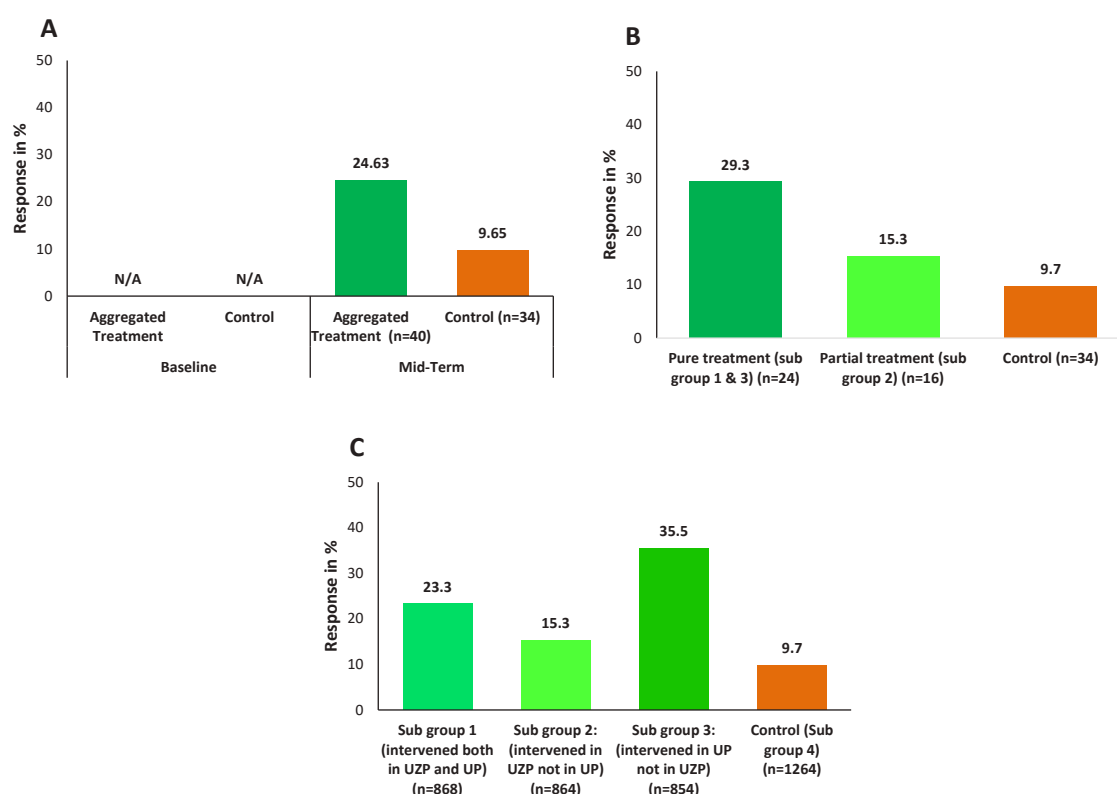


Figure 15 Household Awareness of Ward Shava Held during the Past Two Years. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

The EALG project provides various interventions to make the functioning of ward shava more effective. In general, the UP functionaries had apathy to arrange ward shava as there was no provision of budget on it. Moreover, there was a lack of proper guidelines on how to conduct ward shavas, who would be the participants, what topics would be discussed, how the meeting minutes would be prepared, how the attendance would be taken etc. EALG provided funding to the UPs to arrange ward shava. In addition to this, from the project, the UP functionaries received training on conducting ward shavas. The district facilitators as well as the EALG monitoring and evaluation team continuously supervise the regularity of the ward shava to maintain the sustainability of this activity.

The findings of the mid-term evaluation suggest

that, almost all the UPs arranged ward shava in both treatment and control areas (annex: 1) except one in the control areas. The household and citizen perception survey found that, the households of the treatment areas are more aware (25%) about the ward shava than that of the control areas (10%). Using the z-test for comparing two proportions, the study found that, the difference between the two groups is statistically significant (annex:3). On the contrary, 22% of the household and citizen perception respondents in the treatment areas and 43% in the control areas reported that there has been no ward shava in their areas during last two years.

The logit regression analysis depicts that odds of joining in Ward Shava (either the household head



or family member) is 1% less if the household head is relatively elderly (annex: 7). The result implies that, relatively young household headed families participate more likely in Ward Shava. The likelihood of attending in Ward Shava is 11% more if the education level of the household head is relatively higher. With 5% statistical level of significance the result implies that educated people are more likely aware of attending in public engagement activities of UPs. Relatively low income households attend the Ward Shava more likely. It implies that relatively higher income households are less likely attend in Ward Shava. On the contrary, male headed households attend Ward Shava more likely than that of female headed households.

To make the Ward Shava more participatory, it is important to ensure the participation of women and poor-marginalized people and take their opinions. From the institutional survey, the study found that, on average, around 32% of the total participants of the ward shava are female in the treatment groups, while it was 5% in the baseline. Among the total participants, around 28% of the people were from the marginalized

group in the treatment areas while it was 9.8% at the beginning of the EALG project.

On average, 77.48 proposals of development schemes come from each ward shava and 44.23 proposals are accepted, resulting around 51% acceptance rate in the treatment areas. On the contrary, 44% of proposals are accepted in the control areas from the ward shava (annex: 11,12,13,14). According to the institutional survey, more women and marginalized people in the pure treatment areas attended in ward shava compared to that of partial treatment and control areas. The project intervention thus impacted on the participation of the citizen. In the case of effective participation, 78% of respondents of the HH respondents of treatment areas said that, marginal people placed their opinion in ward shava while 80% reported the same regarding effective female participation. According to z-test score, the difference between treatment and control is not statistically significant due to disproportionate distribution of sample size (annex: 0, 9).

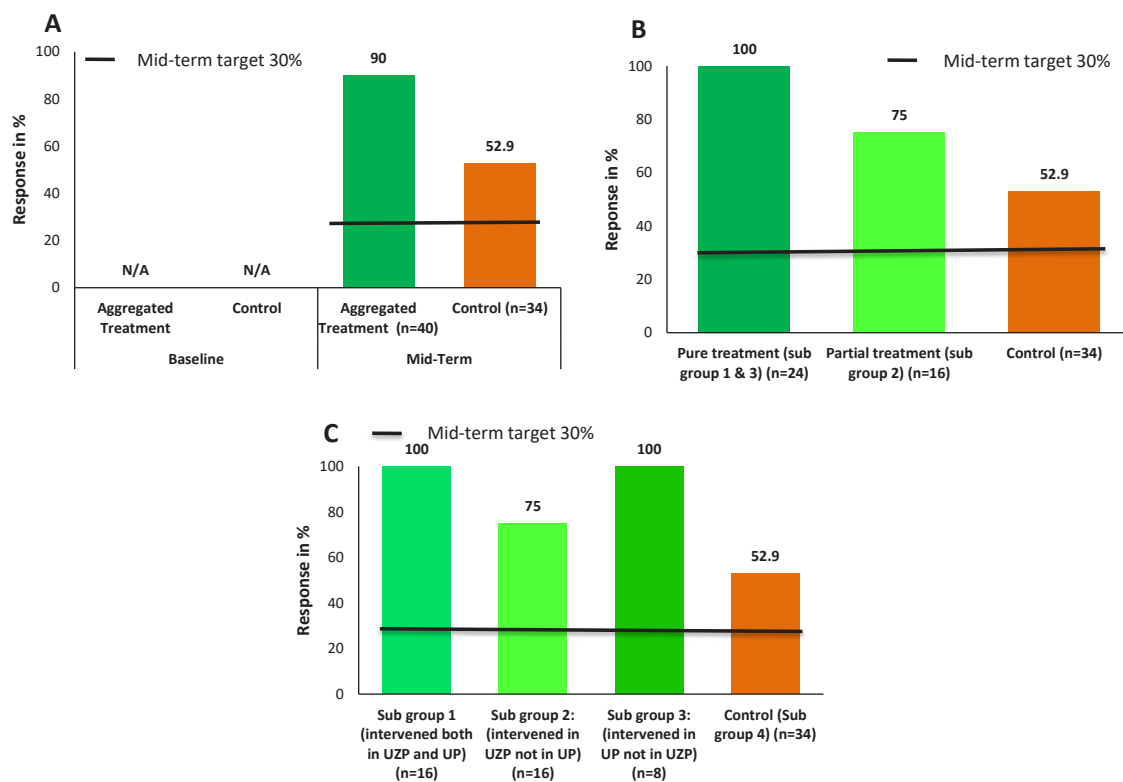


Figure 16 Participation of Women in Ward Shava. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

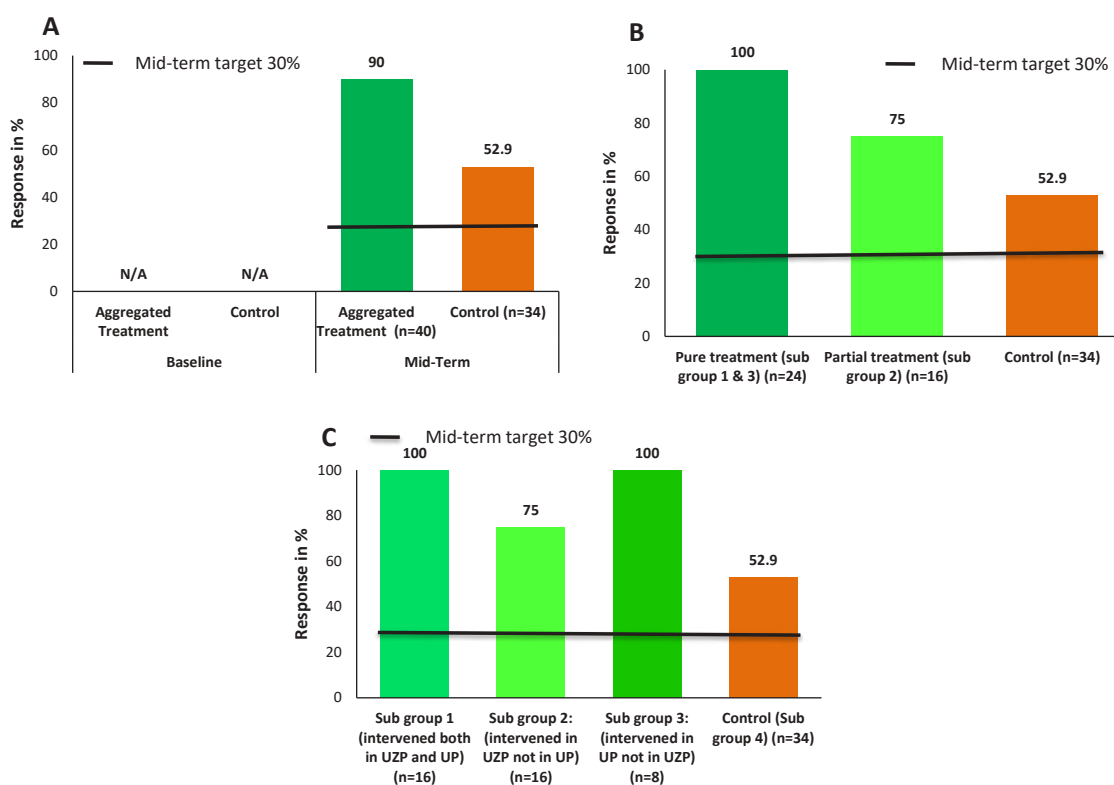


Figure 17 Participation of Marginal People in Ward Shava. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

The EALG project provided financial and technical support to the UP functionaries to facilitate Ward Shava. For each of the Ward Shava, the project provided BDT 4500 and also guideline on how to conduct the Ward Shava effectively. The KII findings with program officials, however, implies that, the budget is actually not sufficient to arrange Ward Shava and the elected functionaries also agreed with the statement. The respondents of the focused group discussion of the control areas reported that, the frequency of the ward shava is lower while the people of the treatment areas opined otherwise that, they actually heard and even some of them joined in the Ward Shava. Usually, the people of the community hardly can distinguish the activities of ward shava and public hearing. The local usually termed is as “call from Chairman”. Few local influentials know the difference between various activities of the Union Parishad. The participants of the focused group discussion opined that, they discussed about infrastructure development, early marriage, dowry, eve teasing female education, sanitation, safe water, social safety net allowances etc. In the ward shava. Generally the Ward Shava are declared by the Chairman and member and the local know it via miking or gram police. The participation of the women and marginal people vary according to different socio economic areas. For example, in Chandpur region, the participation of women in ward

shava outnumbers than that of in Sylhet region due to social stigma. However, both women and marginalized people place their opinion in the ward shava. Some of the FGD participants opined that, only the people close to chairman and member receive the invitation for ward shava while some other denied it. They claimed that, all kinds of people can attend in the ward shava, only people have apathy to join in it.

The mid-term study conducted key informant interview with Chairman, member, govt. officials etc. and took their views. One of the chairmen said,

*“It is very difficult to make the people understand the limitation of the capacity of Union Parishad,”*

General people demand beyond the capacity of the UP, consequently UP cannot approve everything, thus the problem arise. Soon the people become apathetic and loose the interest to join Ward Shava meetings. The government officials in the KII opined that, it is true that the elected members face many challenges and people are apathetic. Sometimes, opposition parties and political competitors take the chances to harass

the UP functionaries. However, UP functionaries sometimes try to deviate the regular rule all the time. This not only occurs due to corrupt attitude but also for lack of resources in some cases. Another KII with the UP secretary of the treatment areas reported that UP functionaries from other non-project areas are also aware about the achievement of the EALG especially in case of people's participation. One of the UP secretaries of treatment areas reported that:

"My colleagues in other UPs were surprised to see the attendance of the general people in Ward Shava and requested to increase the project area and brought other UPs under EALG project,"

There is a common complain that not everyone is getting safety net allowances in the study areas. However, FGD in the treatment group revealed that people in those areas know why not everyone is getting safety net allowance and who should get priority. Even some of the FGD participants in the treatment areas from local influential and women group reported that they participated in the discussion while setting priority of the receivers of safety net allowance. On the contrary, respondents of the control areas were unaware about the beneficiaries selection in their areas.

### Case Study: Inclusive Women Participation in Ward Shava

Patharia union used to hold Ward Shava in the evening as most of the people were found busy in the daytime. It was observed that women participation was less likely found in this engagement. What EALG did here was they convince the UP about the necessity of inclusive participation where males and females have equal opportunity to place their opinion. Initially, women were not interested. Gradually they have started growing interest in it. At the very beginning, women shared personal problems at the Ward Shava. With the passage of time, they understood the gravity of the Ward Shava and the discussant issues. Now women are seen in the form of meaningful exposure about raising issues in Ward Shava. For example, a group of women consults issues about the necessity of establishing school for girls and they put the proposal in the Ward Shava proceedings. EALG instilled the working mechanism of the Ward Shava which is reflected at the community level through a series of attempts.

#### D. Strengthening Standing Committees for Effective Governance

According to the UP act 2009, Union Parishads should form 13 standing committees, however, if necessary, Union Parishad can also form additional committees with the approval of Deputy Commissioner (Government of Bangladesh, 2010). Each standing committee may contain 5-7 members and possibly

coopt a member who has special knowledge in any particular area. The co-opt member will have no voting right in the committee. Members of the Union Parishad would be the chairs of the committees and others might be added from the community people. Exception can be made only in case of law and order related committee, which shall be chaired by the UP Chairman. Among all the committees, at least one third of the committee chairs should be female members.

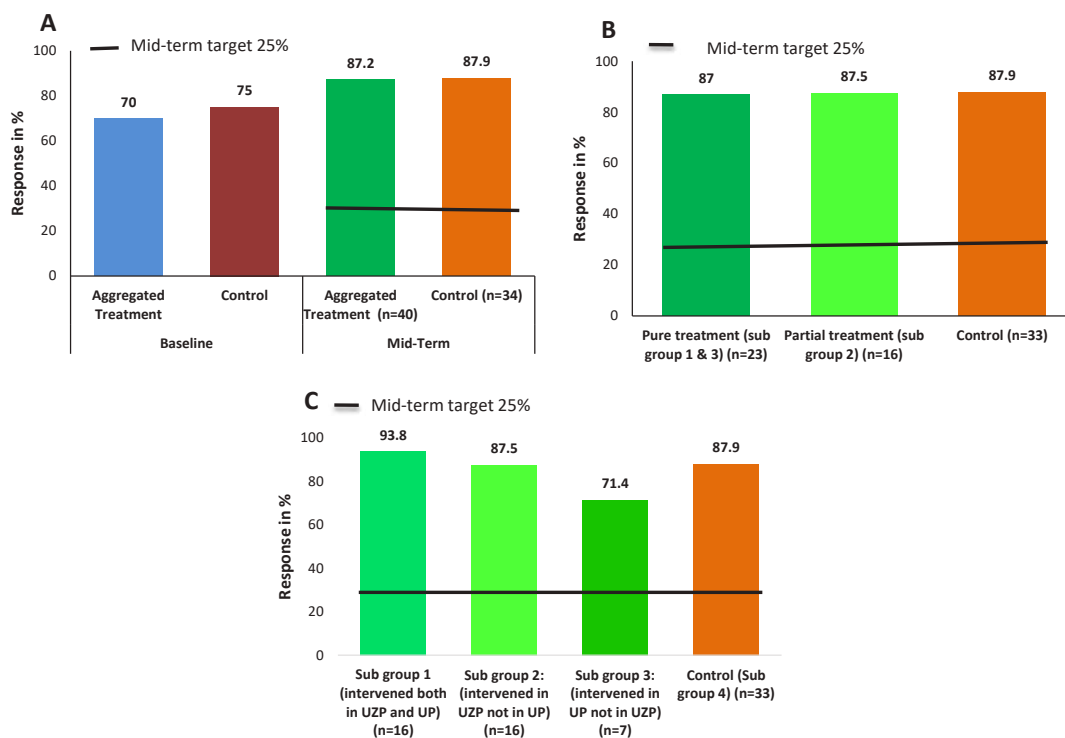


Figure 18 UPs that have Operational Standing Committee. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

EALG project provided training to the Union Parishad functionaries regarding the functioning of standing committees. The training focused on how to choose the standing committee members, make the standing committees more functioning, maintain the key notes and meeting minutes, monitoring the activities of schemes etc. The EALG project has prepared a guideline for the well functioning of Standing Committees of UPs. The guideline includes topics such as objectives of Standing Committees, organogram, call for meeting and conducting the meeting. The project conducted training to the UP functionaries and member of the Standing Committee based on the guideline. From the institutional survey, the study found that, all the Union Parishad has formed standing committees (see in annexIII: 15). However, 34 Union Parishad of the treatment areas and 29 Union Parishad in the control areas were able to show the committee list. Thus around 87% Union Parishad of treatment areas and 88% of control areas have operational standing committees

and the difference is not statistically significant (see in annexIII: 16). Comparing with the baseline, more Union Parishad has formed operational standing committees in the treatment group. While 70% of treatment UPs had reported operational standing committees in baseline, the current evaluation has found 87% of the UPs having the same. The target of the mid-term of EALG was 30% of UPs have operational standing committees and within the project time frame, Union Parishad have already achieved the milestone. It is possible for the project to increase the target for the end line. Consider the following graph:

According to the UP Act 2009, all the standing committees should meet every two months thus, conduct at least 6 meeting each year. The number of meeting can be increased in case of any situation. The mid-term review collected information about the number of meetings held in last year for each of the 13 standing committees.

Table 34 Average Number of Meetings per Standing Committees Held in Last One Year

Name of the Committee	Mid-term		Baseline	
	Treatment	Control	Treatment	Control
Finance and Establishment	4.26	3.76	5.0	5.0
Audit and Accounts	4.10	3.85	4.3	4.5
Tax Assessment and Collection	4.08	3.94	4.9	4.3
Education, Health and Family Planning	4.28	3.72	4.7	4.5
Agriculture, Livestocks Fisheries	4.00	3.58	4.6	4.5
Rural Infrastructural Development and Maintenance	3.85	3.69	4.2	3.1
Law and Order	4.54	4.75	4.7	4.2
Birth and Death Registration	4.18	4.25	4.5	4.6
Sanitation and Water Supply	4.03	4.13	3.8	1.8
Social Welfare and Disaster Risk Management	3.92	3.45	4.2	2.9
Environment and Tree Plantation Committees	3.87	3.06	4.2	2.9
Family Conflict, Women and Children Development	4.15	4.03	4.5	4.3
Cultural and Sports	3.56	3.50	4.7	4.3

On average, the law and order committee had the largest number of meetings held in last year in both treatment and control group. Whereas, during baseline, finance and establishment committees had the highest number of meetings. In maximum cases, the average number of meetings has declined from that of the baseline. From the key informant interviews the study found the covid-19 situation as a catalyst in this regard. Overall, the mid-term review found that the average number of meeting held within last one year in the treatment areas outnumbers the control areas. However, in case of law and order, birth and death registration as well as sanitation and water supply

committees, the average number of meeting in control areas is higher than that in treatment areas.

In the meeting of the standing committees the members of the committees take some decision and try to implement it in accordance. The mid-term review found that, on average 3-7 decisions are taken in the standing committee meetings and around 3-6 decisions are implemented. The average percentage of implementation of decision is higher in treatment areas than that in control areas. The same result was found for all the committees in the mid-term evaluation. It indicates that the SC members are aware of the decisions that engender the accountability of the UPs.

Table 35 Average Number of Standing Committee Decisions and Percentage of Implementation

Name of the Committee	Average number of decision taken		Average number of decision implemented		Percentage of decision implemented	
	Treatment	Control	Treatment	Control	Treatment	Control
Finance and Establishment	5.86	5.15	4.10	2.97	69.97	57.67
Audit and Accounts	5.51	4.74	3.69	2.90	66.97	61.18
Tax Assessment and Collection	5.21	4.09	3.31	2.48	63.53	60.64
Education, Health and Family Planning	5.74	4.58	3.74	2.85	65.16	62.23
Agriculture, Livestocks Fisheries	5.38	3.91	3.49	2.52	64.87	64.45
Rural Infrastructural Development and Maintenance	6.08	4.53	4.08	2.84	67.11	62.69
Law and Order	6.38	5.25	5.15	3.56	80.72	67.81
Birth and Death Registration	5.33	4.35	4.33	3.03	81.24	69.66

Name of the Committee	Average number of decision taken		Average number of decision implemented		Percentage of decision implemented	
	Treatment	Control	Treatment	Control	Treatment	Control
Sanitation and Water Supply	5.23	4.06	3.26	2.52	62.33	62.07
Social Welfare and Disaster Risk Management	4.77	3.61	3.15	2.10	66.04	58.17
Environment and Tree Plantation Committees	5.03	3.56	3.41	2.25	67.79	63.20
Family Conflict, Women and Children Development	5.33	4.53	3.79	2.94	71.11	64.90
Cultural and Sports	4.56	3.84	3.13	2.47	68.64	64.32

The key informant interview findings depicted that in case of decision making in the standing committee, usually, elected members place different proposals. Other members discuss the feasibility, set up the priority and plan for the implementation of those proposals. Often members from the community people also place their proposal. However, the committee members from the community hardly have any idea regarding the selection of the committee members. Neither, they

have vivid idea about their roles and responsibilities. Elected bodies prefer to keep their predilection while choosing the committee members from the citizen that precludes the assurance of transparency and accountability of the standing committee.

The findings replicate in case of household and citizen perception survey as well as in focus group discussion. Consider the following graph:

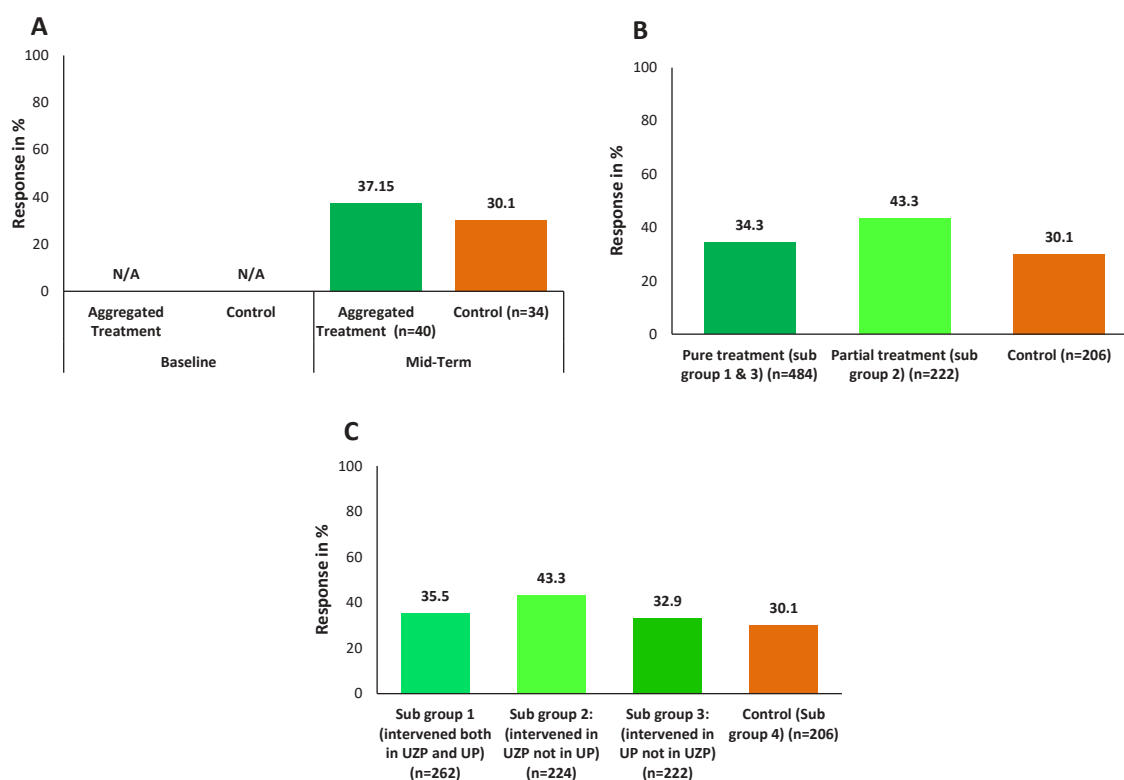


Figure 19 Awareness of HH about the Function of Standing Committees. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub

The above figure illustrate that, 37% of the respondents of the treatment areas and 30% of the control areas are aware of the functions of the

standing committees. However, the difference between the treatment and control areas are not statically significant according to the z-test for two proportion

(see in annexIII: 17). The respondents of the focus group discussion opined that only a few of the local people have knowledge about the standing committees. Some of the respondents reported that although they know about the existence of various standing committees they are hardly aware of their activities. There are still scopes for the EALG project to improve the interventions regarding standing committees. To make the standing committee more functional forming the committees with the right persons are crucial. Moreover, KII findings revealed that the standing committee members did not participate in the regular meeting held in every two months before project intervention. At present, standing committee members at the treatment areas found to be more

likely participatory. A standing committee member in the treatment area said:

“Now I consult with the UP chairman and other standing committee members regarding setting the priorities of which constructions should be given priority. Before the training of the EALG, I was not at aware of my roles and responsibility as a standing committee member.”

### Case Study: Reforming Standing Committee

The EALG project arranged meeting to strengthen the capacity of the Standing Committee members in project areas. In case of Chandpur, during the training, the trainers and the trainees found out that the selection of the Standing Committee members did not follow the UP Act guideline. The UP functionaries then realized the procedure and importance of the selection of the Standing Committee members and revised the members according to the guideline. Notably, the UP functionaries received technical support and direction from the EALG project on how to choose the committee members. For example in case of birth and death registration committee, a health worker in the locality is a must. The UP changed the standing committee members in accordance. It was for the EALG project that helped the UP functionaries to be aware regarding Standing Committee.

## E. Open Budget Meetings and Participatory Decision making

To ensure participatory decision making in the Union Parishad, it is important to conduct open budget meeting. The EALG project is providing technical interventions to make the budget of the UP more participatory. This result reflected in the institutional

survey. Analysis found that the percentage of the UPs having open budget meetings increased in the treatment areas compared to that in the control areas. Consider the following figure:

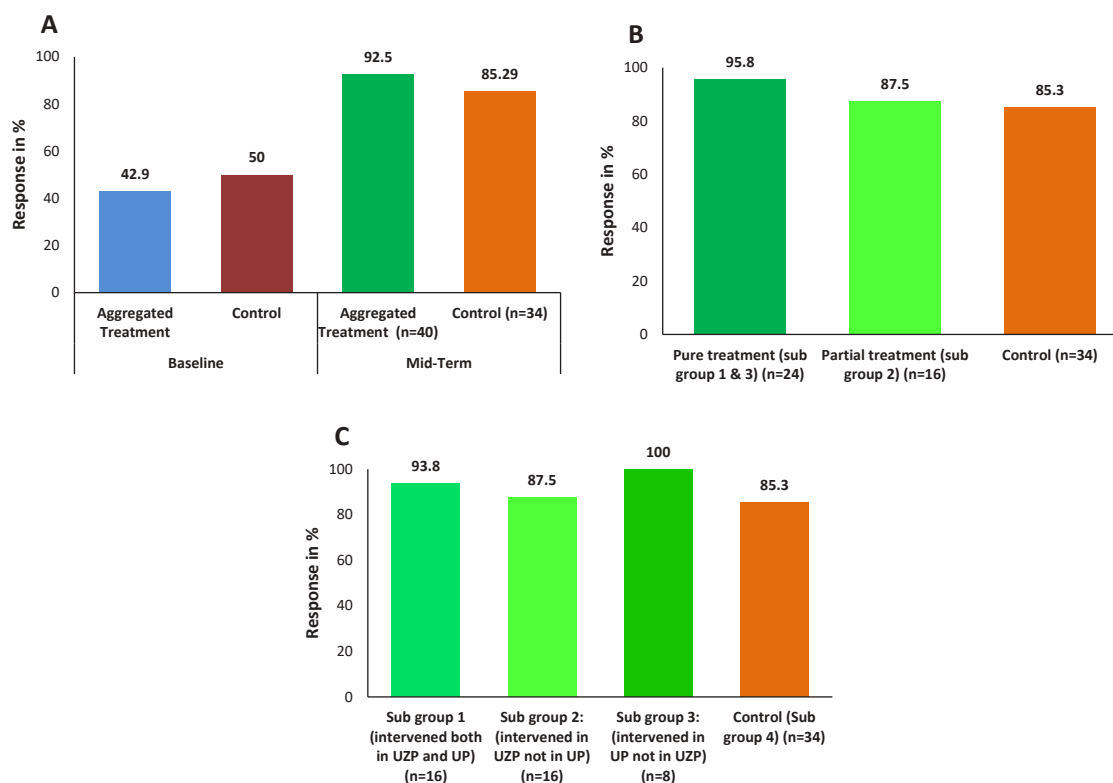


Figure 20 Union Parishad that Conducted Open Budget Meeting in Last One Year. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based

The figure illustrates that, around 93% of treatment UPs and 85% of control UPs conducted open budget meeting. Whereas in the baseline, 43% of the treatment areas and 50% of the control areas conducted open budget meeting. Thus, since the baseline, in both treatment and control areas, greater number of

Union Parishads conducted open budget meetings. Therefore, to identify the impact of the interventions of EALG, the study adopted difference in difference analysis. Based on the difference in difference EALG intervention contributed to 14.31% increase in the open budget meeting in the treatment areas.

Table 36 Percentage of Difference in Difference between Treatment and Control Areas regarding Open Budget Meeting

Intervention Area	Study phase	UPs Conducted Open Budget Meeting	Difference	Difference in difference
Treatment	Mid-term	92.50	49.6	14.31 (Positive impact of project intervention comparing baseline)
	Baseline	42.9		
Control	Mid-term	85.29	35.29	
	Baseline	50		



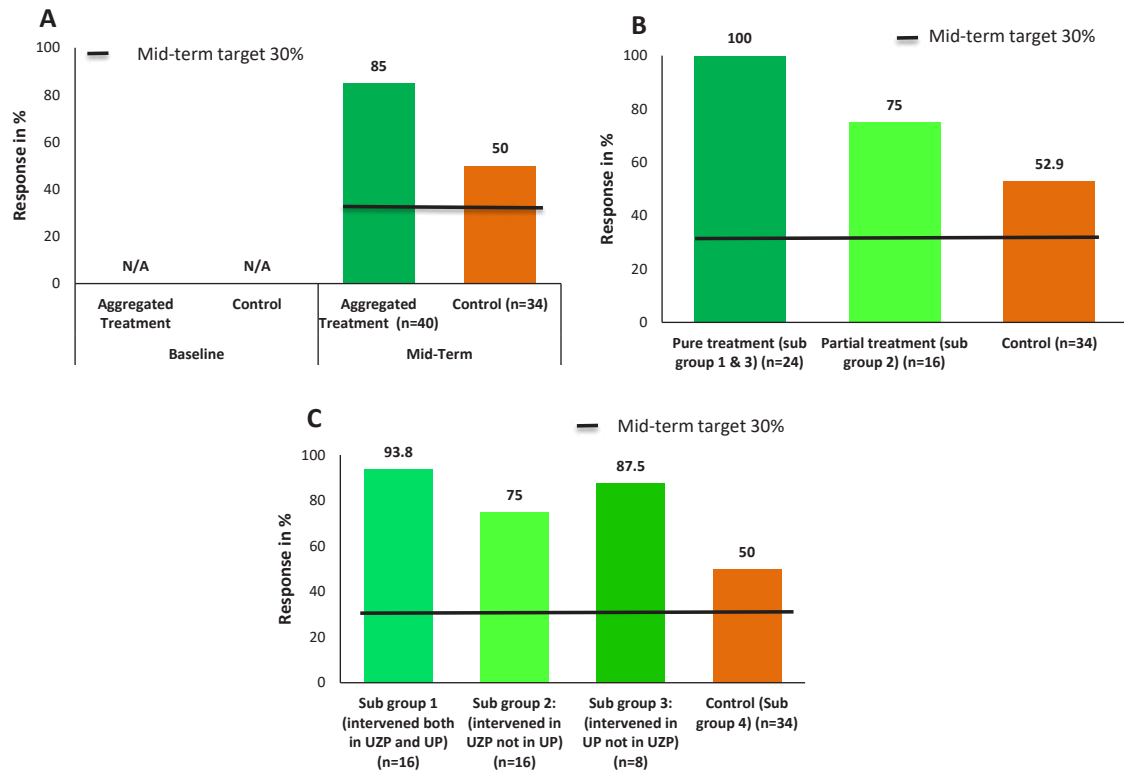


Figure 21 UPs that Improved Participation of Marginalized People in Open Budget. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

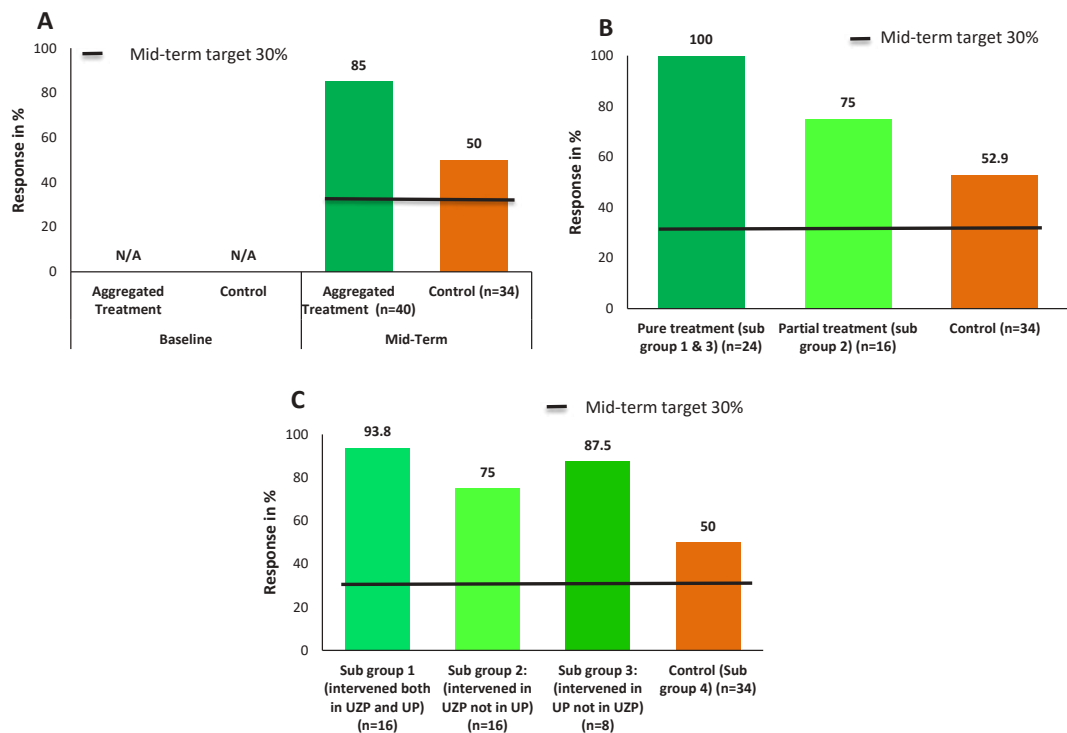


Figure 22 UPs that Improved Participation of Women in Open Budget. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

The EALG project emphasized the participation of female and marginalized people in the open budget meeting to remain aligned with the Union Parishad Act 2009. From the institutional survey, reviewing the documents from the Union Parishad, the study found that, among the participants of the open budget meeting, around 30% of them were female in treatment areas (see in annexIII: 18). It meets the target of the mid-term set up by the EALG theory of change.

Moreover, around 30% of the total participants of the treatment areas were from the vulnerable people of the society (see in annexIII: 19). In case of pure and partial treatment areas, pure treatment group performed better than that of partial treatment and control areas. Study finds that around 92% of the UPs maintained improved participation for both female and marginal people.

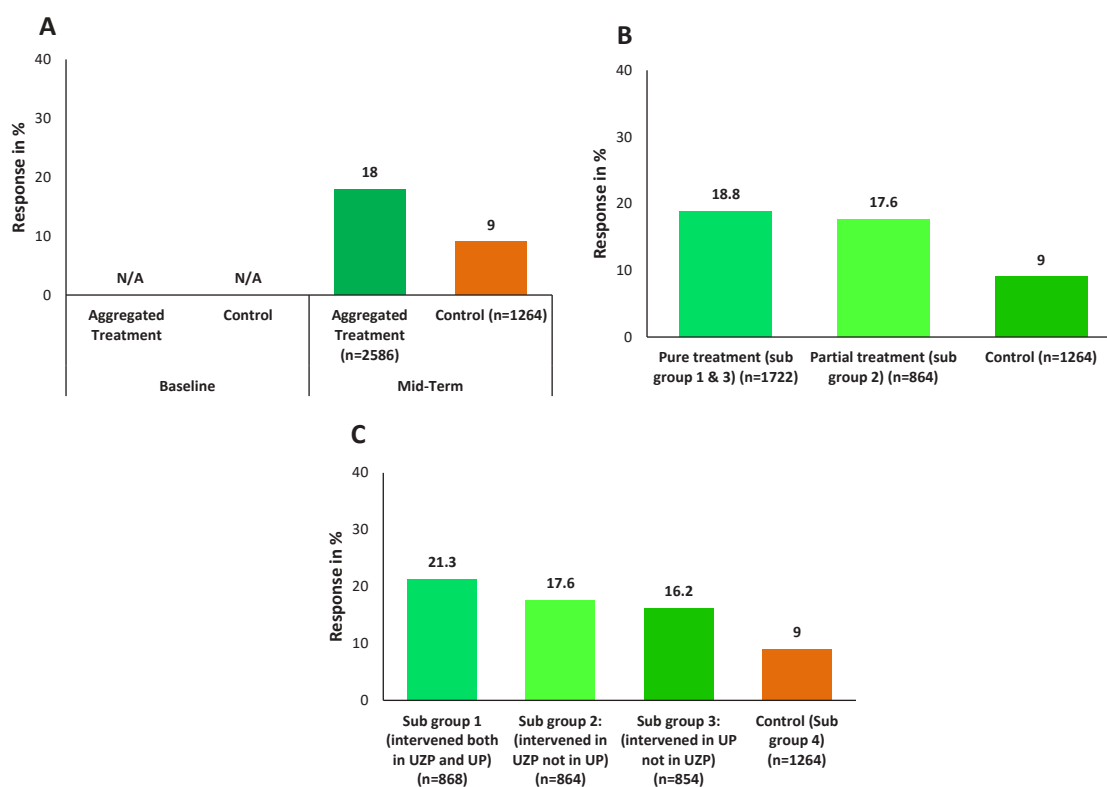


Figure 23 HH Know about Open Budget Meeting. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

From the household and citizen perception survey the mid-term evaluation collected information regarding the community awareness about open budget meeting.

From the above shows that around 18% of the respondents of the treatment areas are aware of the open budget meeting held in their areas. In contrast, only 9% of respondents of the control areas have knowledge about open budget meeting. The difference between treatment and control areas are statistically significant (annex: 20). It implies that although, the EALG does not provide any direct intervention to the community people to increase their awareness to attend open budget meeting, by improving the institutional capacity, the Union Parishad of the treatment areas are ensuring the participation of the people and making the people informed about open budget meeting.

The mid-term review asked the respondents about the topics discussed in the open budget meetings

and gained priorities. Respondents of the treatment areas reported that open budget meetings discussed about development planning, early marriage, dowry, employment planning and education in 73%, 34%, 18%, 17% and 16% of cases respectively. On the contrary, the respondents of the control areas reported that the priority issues of the open budget meetings were development planning in 67% cases, early marriage in 26% cases, appropriate budgeting in 21% cases and education in 18% cases. The differences between treatment and control is not statistically significant as much more respondents are aware in the treatment areas in this regard than that of control areas. Consider the following table:

Table 37 Issues that Got Priority in the Open Budget Meeting (Multiple Responses in %)

Issues	Treatment (%)	Control (%)	Total Cases in UPs (%)
Development planning	72.88	66.67	72.00
Early marriage	34.32	25.64	33.09
Dowry	17.80	15.38	17.45
Employment planning	17.37	15.38	17.09
Education	16.95	17.95	17.09
Maintaining social order	16.53	15.38	16.36
Appropriate sector wise budgeting	15.68	20.51	16.36
Need assessment of people	8.90	10.26	9.09
Reduce conflict village court	8.05	10.26	8.36
Maternal child health	5.08	2.56	4.73
Nutrition	4.24	2.56	4.00
Drugs abuse	1.27	0.00	1.09
Total number of N	236	39	275

The EALG project emphasized on the participation of female and marginalized people in the open budget meeting to remain align with the Union Parishad act 2009. From the institutional survey, reviewing the documents from the Union Parishad, the study found that, among the participants of the open budget meeting, around 30% of them were female in treatment areas (see in annexIII: 18). It meets the target of the mid-term set up by the EALG theory of change.

Moreover, around 30% of the total participants of the treatment areas were from the vulnerable people of the society (see in annexIII: 19). One of the respondents of the key informant interview in the treatment areas reported that, the participation and duration of the community people were vast compared to previous. All sorts of people were present in the open budget meeting.

“In the last open budget meeting around 250 people attended and the meeting started from 09:00 am to 01:00 pm. It did not happen in the near past in this area”, said a scheme supervision committee member.

## F. Public Hearing

The EALG project focuses on improving efficiency, transparency and accountability of the union parishad and Upazila Parishad. One of the key indicators to ensure transparency and accountability, is to conduct regular public hearing. It will not only increase transparency and accountability of Union Parishad but also improve

participation of the community people into local governance activities. In this regard, EALG project is intervening to the Union Parishad to conduct public hearing on a regular basis. The project has prepared a guideline according to the Act, and disseminated it towards the stakeholders. In addition, the functionaries are receiving training from the project to enhance their capacity and knowledge regarding public hearing.

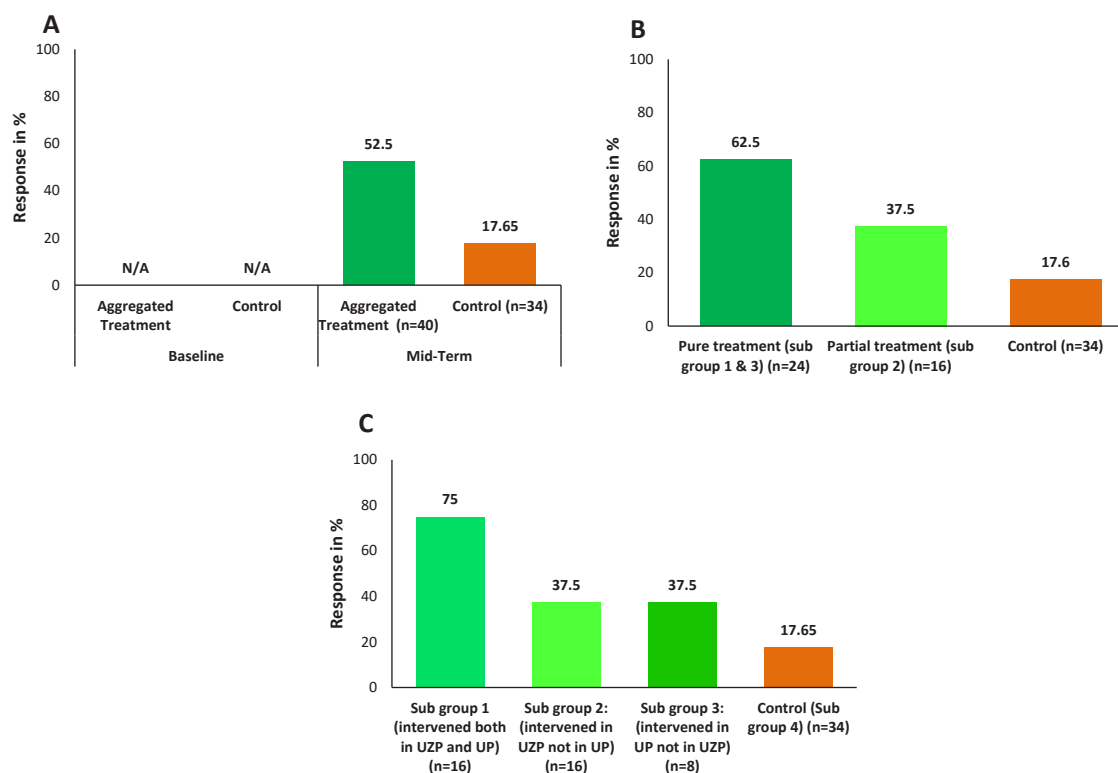


Figure 24 Union Parishad that Arranged Public Hearing within One Year. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub

From the institutional survey of Union Parishad, the study found that, around half (53%) of the Union Parishad of the treatment areas arranged public hearing while 18% Union Parishad in the control areas did the same. According to the z-test score for two proportions, the difference between treatment and control Union Parishad is statistically significant. It implies that the project enabled the Union Parishad to arrange public hearing in the treatment areas effectively.

However, there are still scope to improve the number of the public hearing as well as the regularity of the public hearing. According to the nature of the intervention of the project, the study found that three fourth (75%) of the sub group 1 Union Parishad arranged public hearing within one year. On the contrary, more than one third (38%) of the sub group two and three category Union Parishad arranged public hearing in last one year. The result indicates that more public hearing were arranged in those Union Parishad where the

project intervened in both upazila and Union Parishad, the pure treatment group.

The public hearing was supposed to be arranged in every month while only a few Union Parishad managed to do so. Analysis found that, 10% of Union Parishad of the treatment areas managed to conduct public hearing in every month while none of the Union Parishad in control areas could maintain the regularity. Around half of the Union Parishad (52%) report that they did not pre-determined the regularity of public hearing in both treatment and control areas. Respondents of the key informant interviews reported that Union Parishad did not have the instructions nor the awareness to arrange public hearing. Moreover, few Union Parishad eschew the public hearing in the control areas as they prescience that, they would be in uncomfortable situation if they arrange public hearing.

Table 38 Regularity of Public Hearing in %

Meeting Frequency	Aggregated Treatment % (21)	Sub group 1 (intervened both in UZP and UP) % (n=12)	Sub group 2: (intervened in UZP not in UP) % (n=6)	Sub group 3: (intervened in UP not in UZP) % (n=3)	Pure treatment % (sub group 1 and 3) % (n=15)	Partial treatment % (sub group 2) % (n=6)	Control % (6)
Once in Every Month	9.5	8.3	0	33.3	13.3	0	0
Once in Every Two Month	0	0	0	0	0	0	16.7
Once in Every Four Month	19	16.7	33.3	0	13.3	33.3	50
Not Predetermined	52.4	58.3	33.3	66.7	60	33	16.7
Once in Every Six Month	19	16.7	33.3	0	13.3	33.3	16.7

In this regard, the Sub group 1 where interventions were made in both UZP and UP, and Sub group 3 where interventions were made only in UP, 8% and 33% of the UPs respectively had managed to conduct a public hearing every month. Interestingly, 58% of the UPs in Sub group 1 and 67% of the UPs in Sub group 3 have reported that they did not pre-determine the regularity of the public hearing.

Among the pure treatment areas (sub group 1 and 3), 13.3% have managed to hold a public hearing once in every month but the partial treatment areas

(sub group 2) and the control areas could not maintain the regularity. Furthermore, 34% of the UPs in the partial treatment areas and half (50%) of the UPs in the control areas have reported to have held public hearings once in every four months. The topics of the Public Hearing includes aspects of citizen charter, anti-corruption, social safety net allowance, smooth service delivery from LGIs and other government institutions, development initiatives of UPs etc. The Public Hearing should not include personal and social disputes, and personal donations.

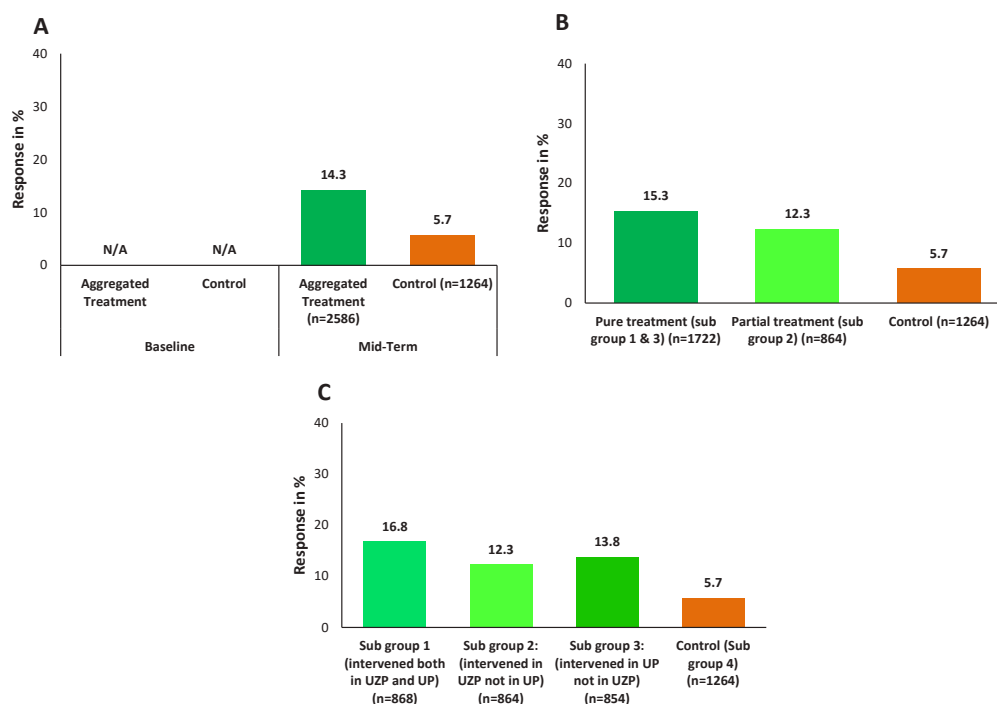


Figure 25 HH Know about Public Hearing. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

The participation of women in public hearing significantly varies between the treatment and control areas. On average, 49 women attended in the public hearing in the treatment areas while around 7 women joined in the control areas (annex: 70). The trend is similar in case of social excluded people (annex: 71) as well as ethnic minorities people (annex: 72).

People can complain in the Public Hearing, by submitting the complaint before the Hearing via application or e-mail. It is also possible to place complain right before starting the Public Hearing. In case the applicants do not possess formal education (or cannot read and write), they can take help from respected personnel. The meeting minutes and decisions should be recorded and a copy can be given to the complainer. The solutions of the regarding the complaints are expected to resolved quickly via Public Hearing. For example, a cobbler society in Rangpur complained that they were not allowed to have food from the local restaurants due to their social position. The presented LGI functionaries, officials of the governments and local influential people immediately took the action and asked the restaurant owners to avoid such attitude. In another case in Patuakhali, people complained that they had to go far to receive social safety net allowance. In the Public Hearing, they found a solution that the government bank officials would come to a specific place within the village on the pre-scheduled date so that people do not need to go far to collect social safety net allowances.

The scenario reflected in case of the response of the citizen and perception surveys. Analysis of the data obtained from the perception studies indicates that 7% of the total respondents of treatment areas know about public hearing in their areas while in control areas, only less than 1% reported the same. Consider the following graph:

The respondents of the focus group discussion reported that they hardly participated in public hearing. Majority of the respondents were not aware of public hearing activities. The EALG project has still scope to intervene in this particular area. One of the Chairman of the treatment areas reported that public hearing occurred to his area for the first time after the project intervention. ***"I made it sure that all the people of the area should know about the public hearing therefore announced via miking"***, said the chairman of the Union Parishad in the treatment area.

Very few of the neighbourhood Union Parishads arranged public hearing in their areas. The findings were clarified while conducting KII with another Chairman of the control areas where he reported no incident of public hearing.

### Case Study: The Public Hearing

In Dhankhali Union Parishads of Patuakhali, Public Hearing never happened before EALG. The project intervention was only the reason for which Public Hearing took place. The proceedings of the public hearing was totally new to the functionaries of Dhankhali Union Parishad. Four Deputy Director of Local Government, three DF, UZP Chairman, UZP Vice-chairman, Chairman of Nine UPs, UNO, and other government officials along with approximately four hundred people of different classes were present in the public hearing in 2019. It was one of the biggest events arranged by the Local Government in that area. The general people also participated spontaneously. The enthusiasm reflected in case of renovation of the UP health complex. People proactively discussed about the limitations of the health complex which was taken into consideration in the discussion. Different SSNP service beneficiaries (widow allowance, old allowance, disability allowance) complained about the difficulties of receiving allowances bank located far from the locality which exacerbate the cost of time and money. A wonderful solution came in this regard. From the meeting it was decided that bank officers will come to the UP offices at the pre-determined day to distribute the allowances. The date will be fixed by the UP functionaries and they will announce the date in the locality via miking and other ways. The decision was taken collectively by the citizen, UP and UZP functionaries as well as the government officials. Several issues raised by the citizens were taken into consideration to resolve later and noted accordingly in the meeting minutes.

### G. Collection of Holding Tax

Holding tax of is a significant source of UP revenue generation. To strengthened the capacity of UP revenue generation plays a significant role. It also enables the institutions in many ways such as providing better services, conducting more public engagement activities, maintaining transparency and accountability

related tasks. From the citizen and household perception survey, the mid-term evaluation reported that around 86.4% of the total respondents paid the holding tax within last year and on average they paid BDT 91.50. Among them, 86% respondents of the treatment areas paid holding tax within one year whereas around 87% respondents of the control areas paid so. The differences in this regard is not statistically significant (annex: 67). However, in case of amount of paying holding taxes, respondents of the treatment areas paid BDT 87.72 on average in last year whereas respondents of control areas paid BDT 99.22. The difference between average payment of treatment and control areas are statistically significant according to the independent sample t-test (annex: 0).

It is to be noted that the project areas are chosen according to the least performed areas, that implies, the control areas are already better performing. The EALG project did not start intervening the public finance management activities and increasing awareness among the UP functionaries during 2019. According to the annual work plan, this type of intervention was scheduled in 2020 that was hampered due to COVID-19 pandemic. KIIs with the UP functionaries reported that some of the UP Chairman and Members have apathy to collect holding taxes. They are concerned about the popularity regarding their political career. The findings from FGD with different stakeholders (i.e., community mass people and marginalized people) also identified that the citizen have lack of tax compliance and they are happy if they are not bound to pay any kind of taxes. On the contrary, FGD with local influential reported that although people want to prevaricate tax payment, it is important to pay taxes which ultimately is beneficial for the community. To motivate the people to pay taxes few steps can be taken such as: declare tax payment as pre-requisite for getting services from LGIs, increase awareness among the citizens and increase the transparency of the expenditure of LGIs so that people are aware of the usefulness of their paid taxes.

One of the Union Parishad Chairman in the treatment areas reported that they tried to build awareness regarding holding tax in the Ward Shava and Open Budget Meeting; the activities were facilitated via EALG. The awareness increase worked in case of collection of holding tax. During 2017-18 the UP

collected BDT 2,69,100 while in 2018-19 it was BDT 8,41,456. Just increasing the awareness of the people in Ward Shava and Open Budget Meeting worked as a catalyst in this regard. However, due to COVID-19 pandemic, the collection was decreased to BDT 3,50,100 in 2019-20 which is lower than 2018-19, yet higher than 2017-18. Gram Police usually collect the holding taxes from the community people. The EALG project conducted a study on fiscal decentralization, exploring local resource mobilization at UP through revised tax schedule with new avenues.

#### **H. Promoting Downward Accountability**

Citizens have the right to know the services provided by Union Parishad. To ensure that Union Parishad must prepare and publish the citizen charter and maintain downward accountability. The current evaluation found from institutional survey that 98% of Union Parishads of the treatment areas prepared citizen charter while 79% of the control group prepared it. An interview with the UP Chairman of the treatment areas reported that there was no citizen charter in the UP before EALG project. One of the district facilitators also opined that they found lack of awareness in the Union Parishad at the beginning of the project, however, situation has been changed.

Preparing citizen charter is half of the job while it is also important to display it for the people. The mid-term evaluation team asked the Union Parishad functionaries whether the citizen charter was displayed in a way so that people can easily see it. Also, the field team cross checked it via their observation. It was found that, 83% of Union Parishad of the treatment areas displayed the citizen charter in a way that people can easily read it while passing by, while, in control areas, 74% of Union Parishads maintained it. The respondents of the key informant interviews explained that people actually have apathy towards citizen charter. Although the services of the Union Parishad are mentioned in the citizen charter, very few people in the community can read it. Sometimes, the functionaries of Union Parishad show apathy towards citizen charter. The UP functionaries, during interviews, opined that although citizen charter covers various issues in written format.

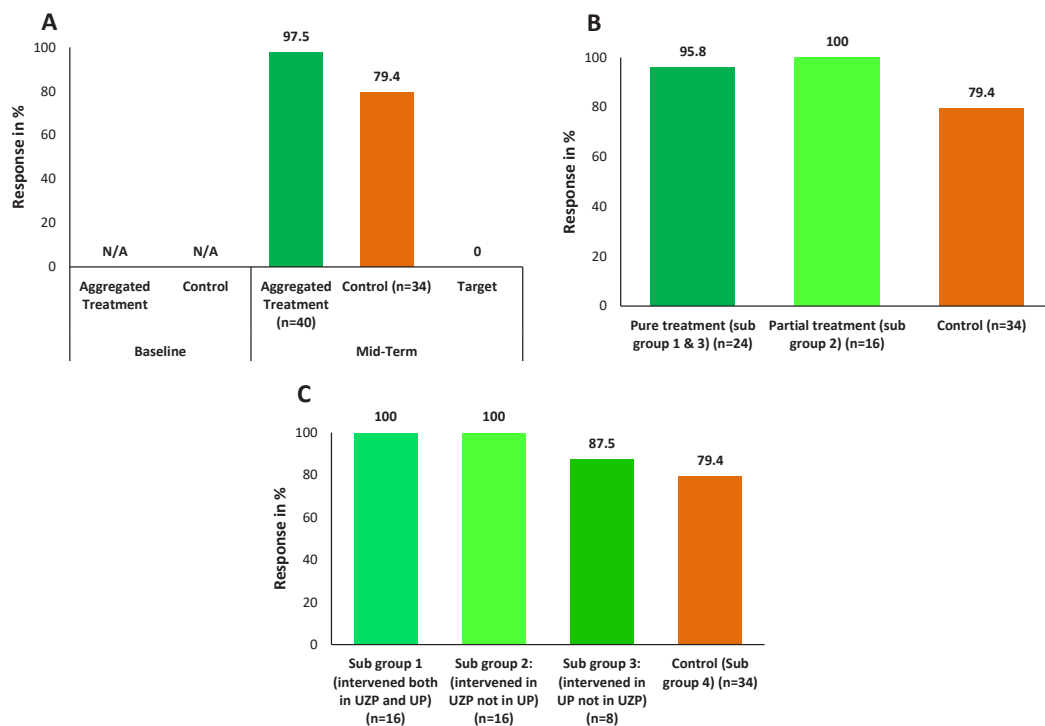


Figure 26 UPs that Prepared Citizen Charter. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

The study asked the community people about citizen charter displayed at Union Parishad via household and citizen perception survey. Around 46% of the respondents of the treatment areas and 31% of control areas reported that they were aware of citizen charter displayed at Union Parishad.

Although the community people are aware of the existence of citizen charter, 24% respondents in treatment areas and 30% respondents in control areas

read and understood the citizen charter. However, the difference between treatment and control areas are not statistically significant. The findings from focus group discussion also confirms it as people do not understand the essences of the citizen charter. Yet, one of the respondents of the FGD in treatment areas with women group reported that, women can get free legal services and she read it in the citizen charter.



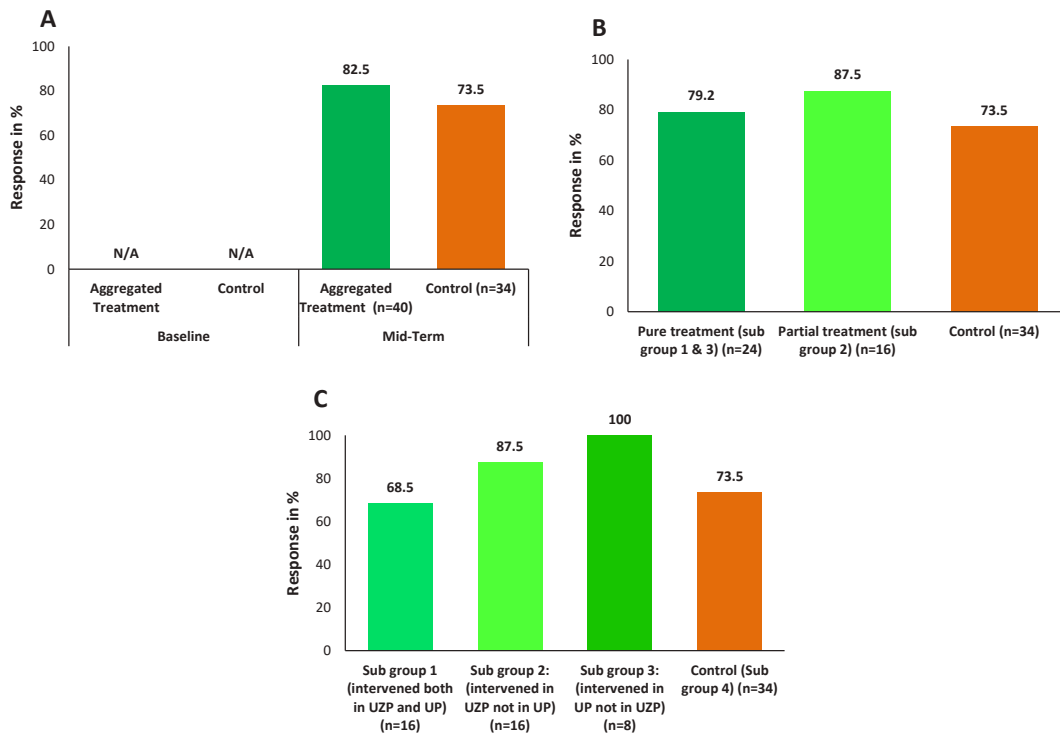


Figure 27 UP that Displayed Citizen Charter. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

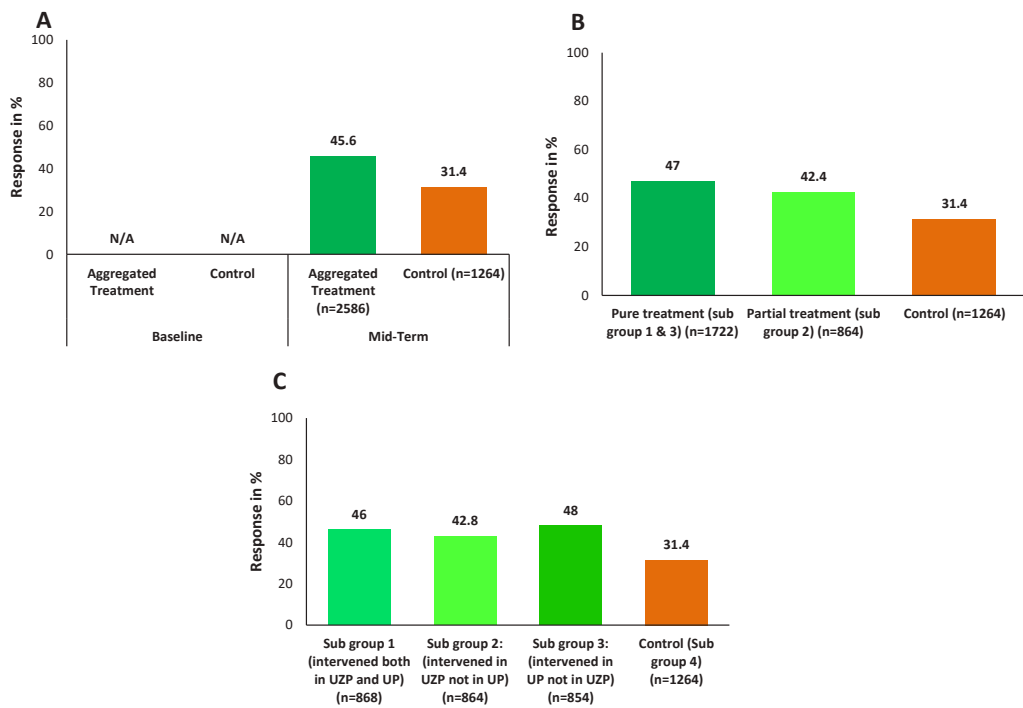


Figure 28 HH Awareness about Citizen Charter A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

## I. Assessment of Quality of Service Delivery System

The EALG project is focusing on improving the capacity of Union Parishad so that the people can get better services. The mid-term evaluation asked the households whether they went to receive any service

from Union Parishad within last one year. The study found that around half of the respondents (51.2%) in treatment UPs reported that their family members went to receive services, while nearly half of the respondents (45%) in control UPs reported the same.

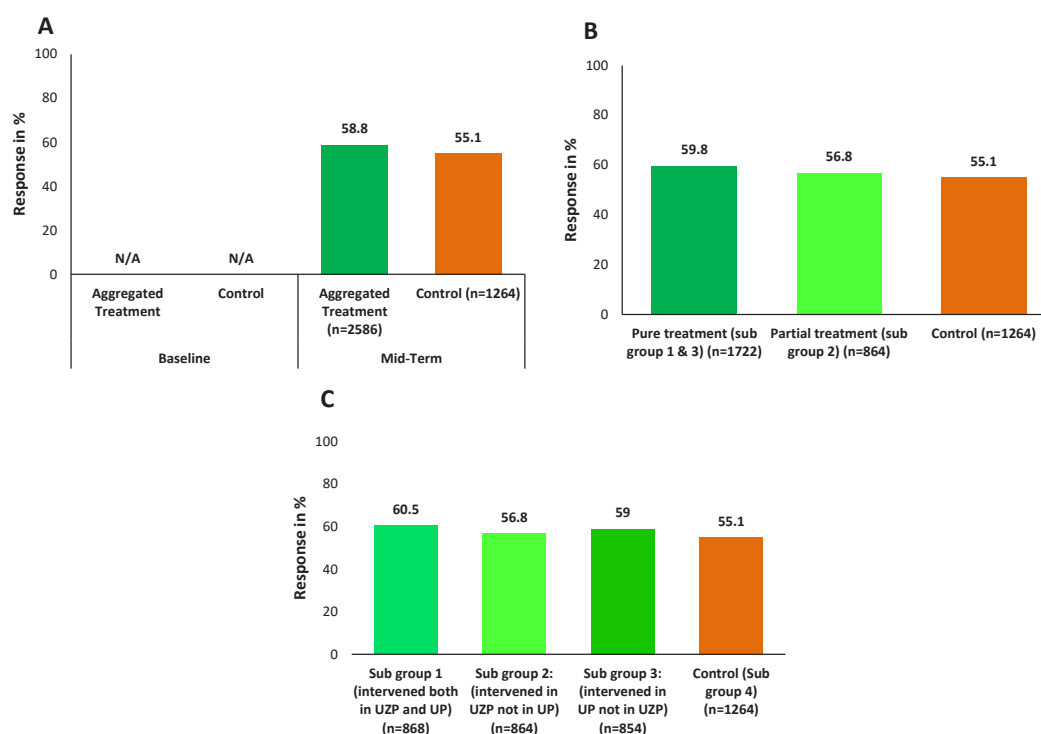


Figure 29 HH Received Service from UP. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

In most of the cases, the respondents went to union parishad to receive birth certificate in both treatment (46%) and control (41%) areas. Moreover, in treatment areas, respondents usually went to Union Parishad for receiving safety net allowance (35% cases), Chairman's certificate (24% cases), resolving conflict (9% cases),

character certificate (8% cases) and trade license (5% cases). While in control areas, participants reported that they went to Union Parishad for receiving safety net allowance (37% cases), Chairman's certificate (21% cases), resolving conflict (9% cases), character certificate (7% cases) and trade license (5% cases).

Table 39 Services Received by HH from UP (multiple response in %)

Services	Treatment (N=1517)	Control (N=697)
Birth Certificate	45.60	41.00
Receive Safety Net Allowance	34.70	37.20
Chairman Certificate	24.10	21.10
Solve Conflict	8.80	9.20
Character Certificate	8.30	6.90
Trade License	5.50	5.20
Death Certificate	2.80	2.60
Warish (Legal Heir) Certificate	2.80	1.70
NID Passport	1.50	3.00
Agricultural Subsidy	1.50	1.10

Services	Treatment (N=1517)	Control (N=697)
Land Related Service	0.90	1.10
Tax	0.60	0.60
COVID Related Intervention	0.20	0.30
Citizen Certificate	0.10	0.30

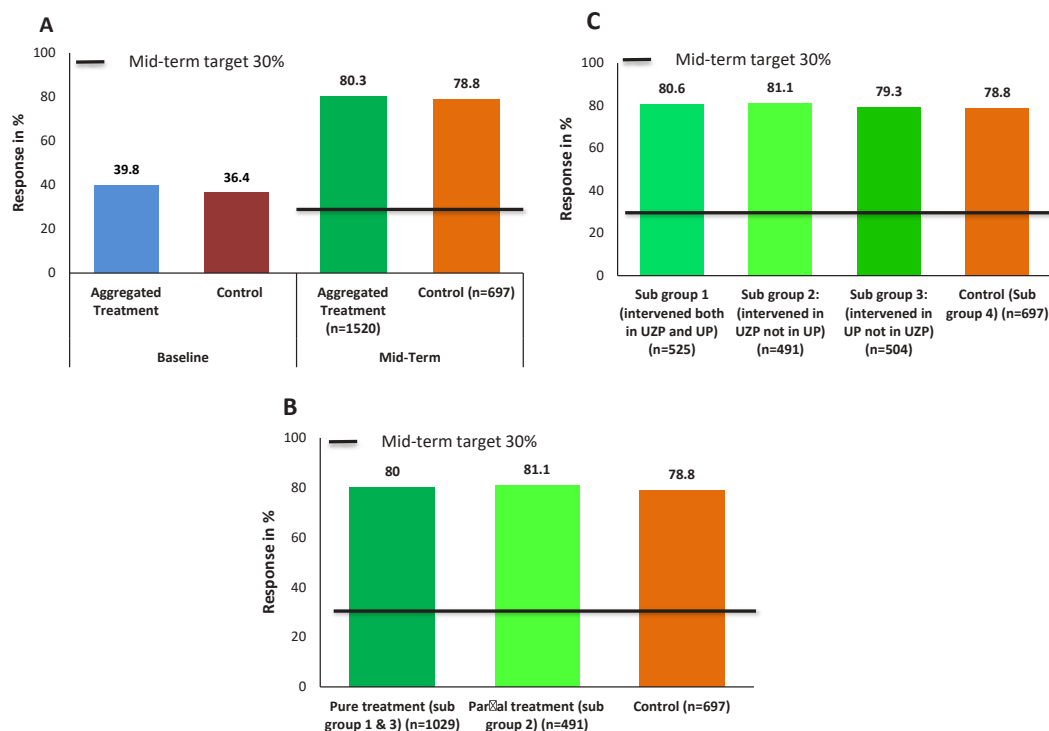


Figure 30 Satisfaction of HH about UP Service. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

The respondents who received services from Union Parishad were asked about their satisfaction about the services received. The respondents were asked to state their satisfaction in a 5 point likert scale. More than two third of the respondents (80%) of the treatment group reported that they were satisfied (satisfied or very satisfied) with the service received from the Union

Parishad. Almost same portion of respondents of the control areas (78%) reported the same. The overall situation ameliorated from baseline where 43.2% of the respondents of treatment areas reported that they were satisfied with the services received from Union Parishad.

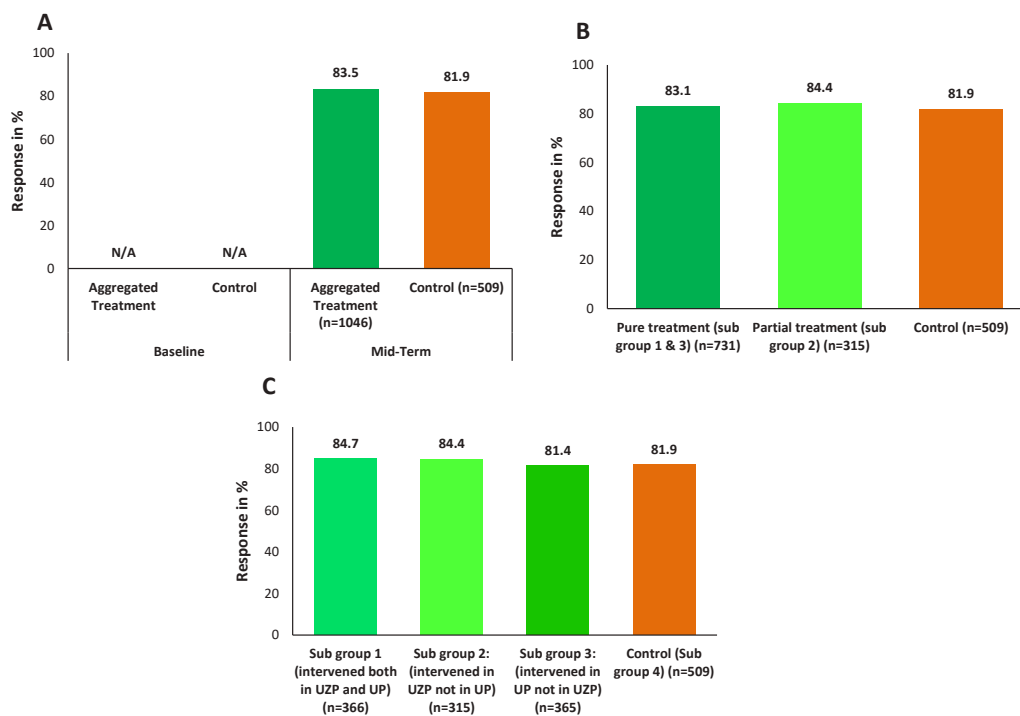


Figure 31 Satisfaction of HH from UDC Service. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

Since the introduction of union digital center (UDC), it has become an integral part of Union Parishad and for the community people it has become a popular place to seek various services. The current evaluation found that around 40% of the respondents in both

treatment and control areas went to UDC to receive different services (annex: 22). Among them around 83% of the respondents of the treatment areas and 82% in the control areas reported that they were satisfied with the service they received from the UDC.

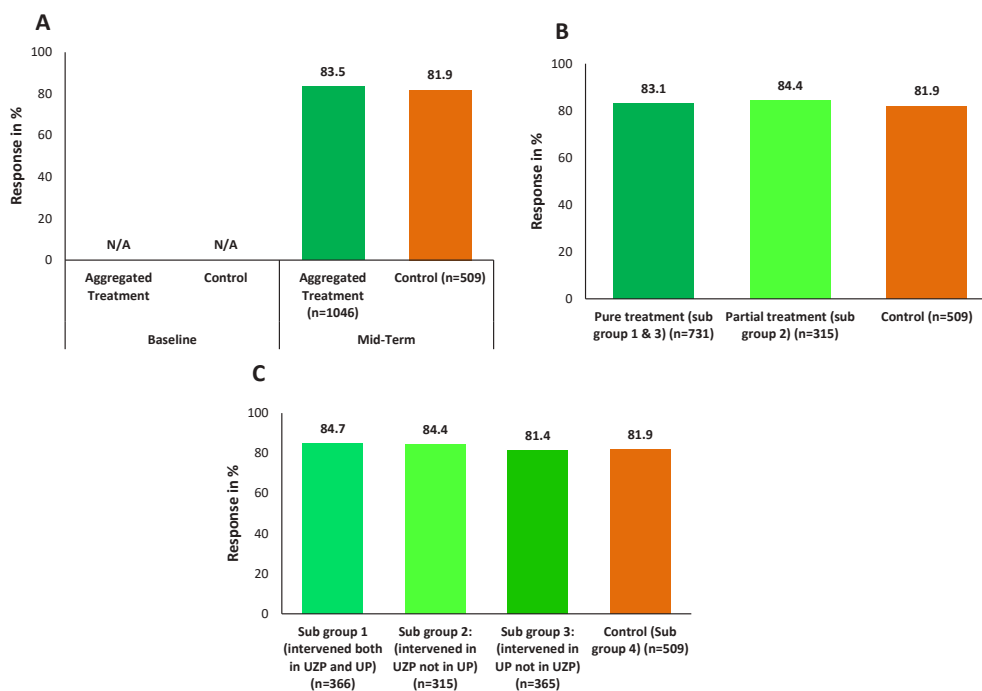


Figure 32 Satisfaction of HH from UDC Service. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

## J. Climate Resilience Plan

Putting disaster risk management plan in sustainable development pathway, UNDP has a key role to encapsulate climate resilient measures under EALG project to combat climate change at UP level. As a part of this, the project supported the local governance structure to promote peoples' wellbeing and prosperity while protecting the environment to attain SDG goals by 2030.

Climate resilience plan is one of the major focuses of EALG. The project emphasized that the climate resilience plan should be incorporated in the five year plan of the Union Parishad and provided intervention accordingly. From the KIIs we found that many of the UPs did not prepare the five year plan that made it difficult to incorporate the climate resilience plan in it. The effort of the project team made the UP functionaries understand about the necessity of climate resilient strategies for inclusion.

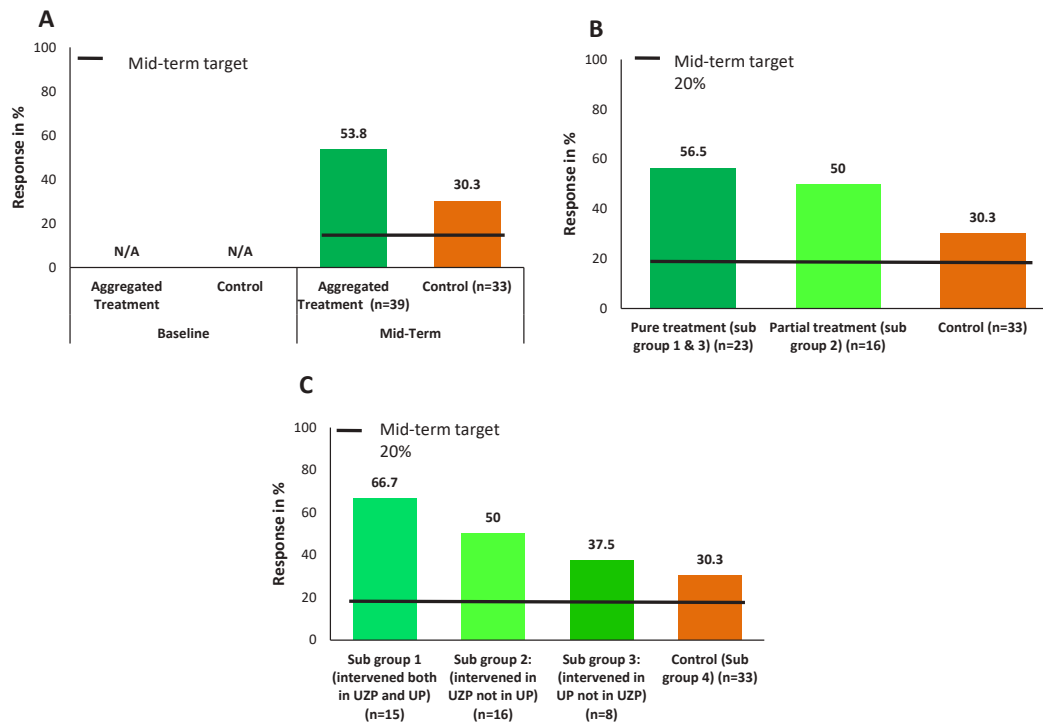


Figure 33 UPs Adopted Climate Resilient Measures in 5 Year-Plan. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

The figure illustrates that around 54% of Union Parishad of the treatment areas adopted climate resilient measures in five year plan while only 30% of the Union Parishad of the control areas were found to do the same.. The target for the incorporation of climate resilient plan in treatment group was 20% for the mid-term of the project and the project has achieved it. On the contrary, in case of pure and partial treatment category, pure treatment outnumber (56%) the partial treatment (50%) in case of incorporating climate resilient plan in five year planning

Findings of the key informant interviews depicted that plan regarding climate change adaption is taken mostly in disaster prone areas in terms of awareness

campaign, road construction, disaster shelter construction and shifting people in crisis moment, relief distribution, tree plantation, volunteer youth engagement etc. At the same time, few UPs were not aware of climate change plans. It is found that disaster prone areas have taken much initiatives than relatively low risk areas. Institutional survey at the Union Parishads illustrates that majority of the treatment UPs undertook measures including: tree plantation (86%), awareness meeting (83%), yard meeting (44%), improved production practice (17%). while in control UPs percentages of these measures appear to be little less. Table 7 provides a detailed comparison between treatment and control UPs in this regard.

Table 40 Plans for climate change adaption by from UP (multiple response in %)

Climate change adaption plan	Treatment (38)	Control (29)	Total (67)
Awareness meeting	83	66	75
Yard meeting	44	45	45
Introducing new technology	6	3	5
Introducing improved production practice	17	7	12
Tree plantation	86	83	85
Relief Distribution	3	0	2
Building temporary shelter	3	3	3
Construct Embankment	3	0	2
Promoting public awareness about cleanliness	3	0	2

#### K. Implementation of Climate Resilience Plan

The key informant interview findings exhibits that climate change related measures are taken mostly disaster prone areas of treatment UPs regarding awareness campaign, warning system, yard meeting

road constructon, disaster shelter construction and shifting people in crisis moment, relief distribution, tree plantation, etc. Some of the UPs are not aware of climate change plans. It is found that disaster prone areas have taken much initiatives than relatively low risk areas.

Table 41 Percentage of Climate Change Adaptation Measures Implemented Annually by Treatment and Control UPs (Multiple Responses in %)

Climate change adaptation measures	Treatment (38)	Control (29)	Total (67)
Awareness Meeting	76	59%	69
Yard Meeting	34	52%	42
Introducing New Technologies	8	3%	6
Introducing Improved Production Practice	8	10	
Tree Plantation	89	86	88
Protect from River Bank Erosion	3	0	1
Improving Communication System	3	0	1
Distribution of Relief	3	0	1

The above table shows that treatment of UPs have taken measures on awareness meeting in 76% cases, yard meeting in 34% cases, tree plantation in 89% cases, introducing new technologies in 8% cases. On the

other hand, control UPs have taken measures of same measures on 59%, 52%, 86%, 3% cases respectively. It implies a positive change in treatment UPs compared to that of control UPs.

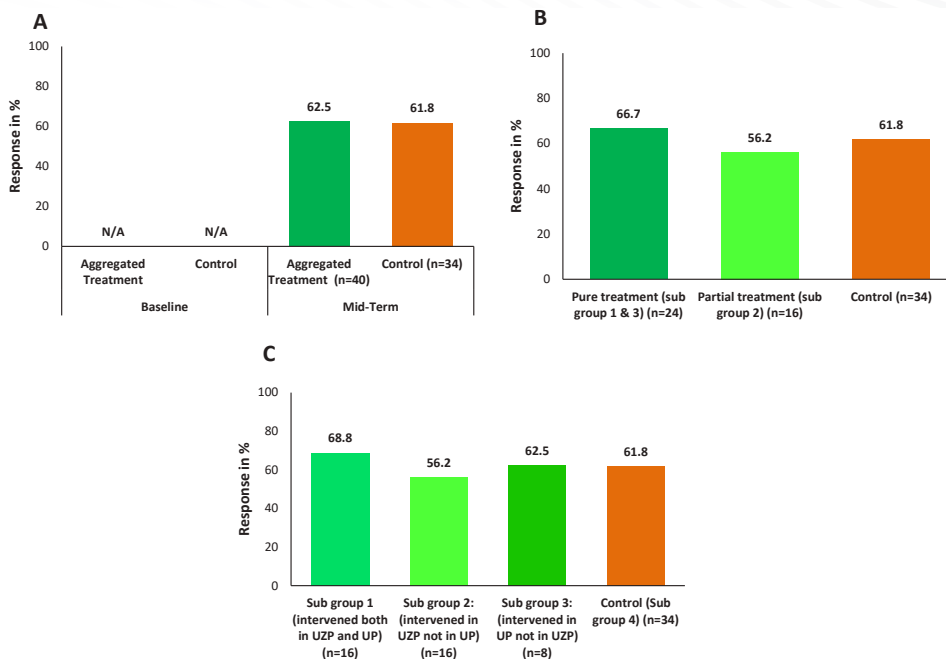


Figure 34 UPs that Engaged CBOs CSOs in CCA Planning. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

The figure illustrates 63% of treatment UPs have engaged CBOs and CSOs in climate change adaptation planning, whereas, 62% of the control UPs have allowed similar engagement. From the Key informant interviews, it is found that in some UPs of treatment areas CBOs and CSOs contributed to climate change adaption plan through mud road construction and offering financial assistance to the vulnerable people. In some cases

they collect relief and funds (from different NGOs and community donors) and take the responsibilities to disseminate those to the vulnerable people. Based on the finding the study we can conclude that although Union Parishads engaged the CBOs and CSOs, there are still scopes to proliferate their engagement while implementing the activities.

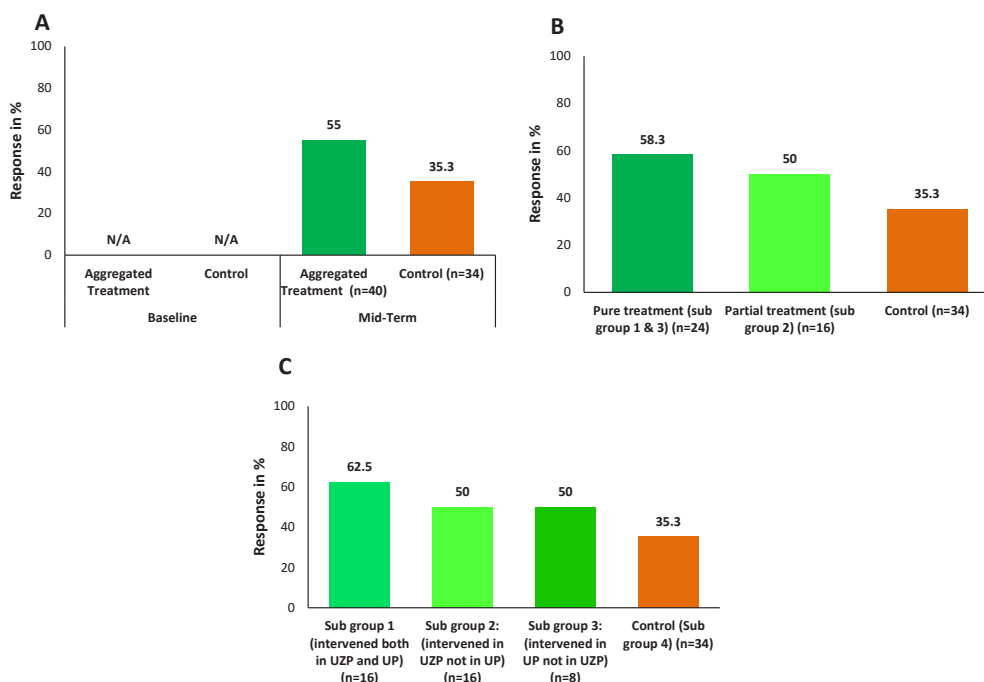


Figure 35 UP partnership with CBO to Implement CCA or DRM Related Scheme. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

The figure illustrates that treatment UPs maintained partnership with CBOs to implement Climate change Adaption (CCA) or Disaster Risk Management (DRM) plan related scheme in 55% of cases while 35% of control UPs were found to have similar partnership<sup>46</sup>.

#### L. Quality of Budgeting, Auditing and Reporting Practices

In every year, Union Parishad receive performance based grant (PBG) from LGSP. The grant usually provided based on the demonstrated proficiency in case of financial and revenue management, increase in revenue, rate of revenue collection, transparency and accountability, public participation, planning and

budgeting and reporting<sup>47</sup>. Therefore, it is assumed that, a relatively better performed Union Parishad will receive higher PBG. The mid-term evaluation study collected information from the institutional survey regarding its grant from the LGSP including both PBG and basic block grant (BBG).

The study identified the average grant for BBG, PBG and total LGSP grant and performed independent sample t test to identify whether there is any meaningful mean difference. Analysis found that, difference between the average grants between treatment and control UPs are not statistically significant in both years. However, the average PBG grant for treatment UPs increased since 2018-19 to 2019-20 by around 31%. Consider the following table:

Table 42 Average Grant Received from LGSP (BDT)

FY 2018-19			
	BBG (BDT)	PBG (BDT)	Total (BDT)
Treatment	3157010	351825	3491244
Control	2346240	472781.03	2806200
FY 2019-20			
	BBG (BDT)	PBG (BDT)	Total (BDT)
Treatment	3283622	459273.38	3695689
Control	2294241	473567.38	2758142

To identify the impact of the project to earn better PBG of the Union Parishad, the study conducted diff-in-diff analysis. First we see the difference within the treatment and control group from 2019-19 to 2019-20 and then compare the differences. Consider the following table:

Table 43 Difference in Difference on Receiving PBG Grant from LGSP (BDT)

Year	UP areas	Average PBG (BDT)	Difference (BDT)	Difference in difference (BDT)
2018-19	Treatment	351825	107448.37	106662.02
2019-20		459273.38		
2018-19	Control	472781.03	786.35	
2019-20		473567.38		

From the above table we found that EALG intervention helped the Union Parishad of the treatment areas to get more PBG on average. The result indicates that after getting the interventions from the EALG project, UPs are performing well in terms of financial and revenue management, increase in revenue, rate of revenue collection, transparency and accountability, public participation, planning and budgeting and reporting etc. to get the improved PBG. Representatives of EALG project reported that improving the institutional capacity of the UPs helped them to earn more PBG. One of the EALG officials said that:

“Despite of working with the low performing Union Parishad, with continuous assistance and support from EALG, they have graduated and are now receiving performance-based grants (PBG) from the government compared to past.”

The EALG project targeted the UPs that were relatively poor performing. Generally the UPs of

47 Retrieved from <https://www.lgsplgd.gov.bd/en/pbg/>



the control areas had better score in LGSP ranking. The mid-term evaluation collected the information regarding LGSP audit ranking for both treatment and control areas. Analysis found that, among all the UPs 9.5% of them ranked 31-40 while 60% ranked 21-30, 26% ranked 11-20 and 5% ranked 0-10. around 10% UPs of treatment areas ranked 31-40 while 9% of the control areas ranked the same. Another 55% UPs in the treatment areas ranked 21-30 while 65% of the control areas achieved the rank.

Further analysis on this found that, almost 19% of the UPs in the Sub group 2 where interventions were made in the UP achieved 31-40 rank in the LGSP audit.

On the contrary, 9% of the UPs in Sub group 4 or control areas, 6% in sub group 1 and none of the UPs in the Sub group 3 could achieve the same rank. From the table it can be observed that, most UPs (75%) in the partial treatment areas have ranked above 20 in the LGSP audit. On the contrary, almost 59% of the UPs in the pure treatment areas and 74% in the control areas has ranked above 20 in the LGSP audit. Interestingly none of the UPs in the pure treatment areas has ranked 1-10 in the LGSP audit though almost 13% of the UPs in the partial treatment areas and 6% of the UPs in the Control areas has ranked the same.

Table 44 LGSP Audit Ranking

LGSP Audit Rank	Treatment % (40)	Sub group 1 (intervened both in UZP and UP) % (n=16)	Sub group 2 (intervened in UZP not in UP) % (n=16)	Sub group 3 (intervened in UP not in UZP) % (n=8)	Pure treatment (sub group 1 and 3) % (n=24)	Partial treatment (sub group 2) % (n=16)	Control % (34)
1-10	5	0	12.5	0	0	12.5	5.9
11-20	30	50	12.5	25	41.7	12.5	20.6
21-30	55	43.8	56.2	75	54.2	56.2	64.7
31-40	10	6.2	18.8	0	4.2	18.8	8.8

The UPs of the treatment areas are gradually performing well in terms of LGSP audit. Respondents of the key informant interview opined that, EALG project is helping the UPs in terms of maintaining regularity of UP activities assuring participation from the community people. Especially, in case of arranging ward shava,

open budget meeting, preparing annual report etc. were the catalyst for the UPs to achieve a good score. The UPs of the project areas focus on the participation of the community people including social excluded and vulnerable citizens. Moreover, female participation is another major focus of the UPs.

#### M. COVID-19 Related Intervention



Figure 36 Miking Horse to Aware Citizens regarding COVID-19

During the COVID-19 pandemic, EALG project provided various intervention at the institutional and community level. Although the interventions were not designed in the project framework for obvious reasons, the project team supported the local government institutions by taking necessary steps. From the KII findings with different stakeholders and project personnel, the study finds that, EALG provided PPE, mask, gumboot hand sanitizer etc. Also the project established hand wash basin and provided hand-wash

liquid that is conspicuous in the treatment Unions. The facilities are open for all. A focal point person was appointed at the Union Parishad who helped the community people by providing COVID-19 related information and direction. This focal person received training from the EALG project and received partial remuneration. UNDP conducted various activities regarding COVID-19 awareness via EALG in national as well as local project areas.

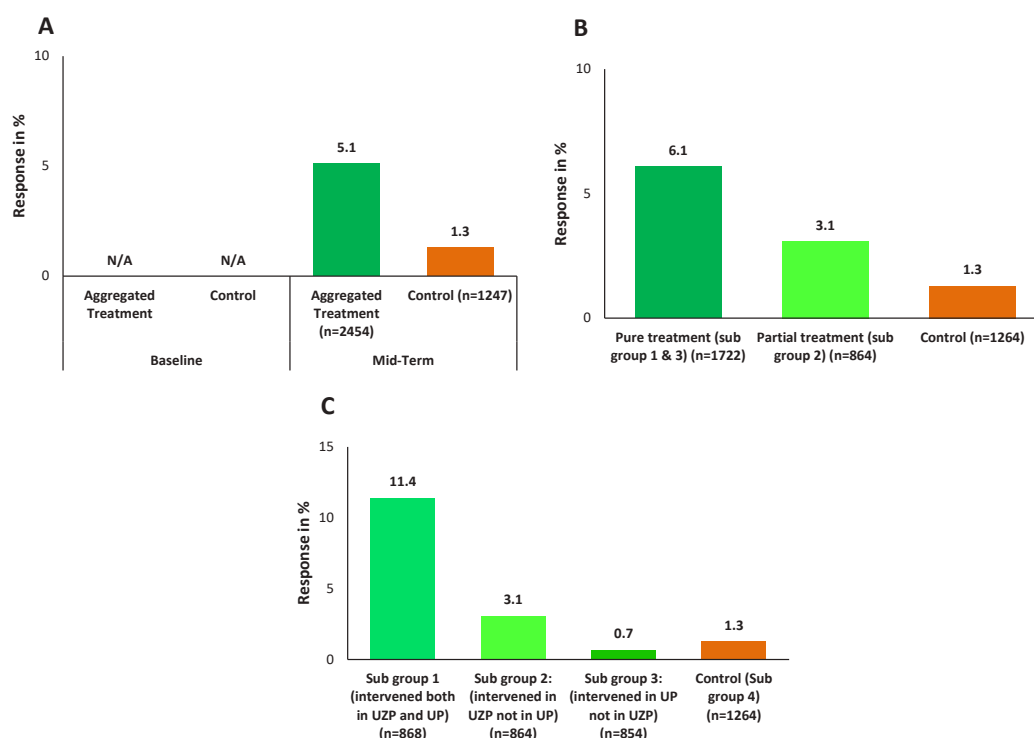


Figure 37 HH Know about Focal Person at UP. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

Analysis finds that almost all the respondents know about the preventive measures against of the corona virus (annex: 51). However, in case of focal persons, around 4% respondents reported that, there was a focal person dedicated for COVID-19 related issue. Among them 5% respondents of the treatment areas mentioned about the focal person while 1% respondents of the control areas reported the same. Due to the COVID-19 pandemic people maintained lock

down and lessened movement. Therefore, a smaller percent of the community people had knowledge about the focal person. However, the difference between treatment and control group is statistically significant (annex: 64) in this matter suggested that, although there were many other interventions from Government and other institutions regarding COVID-19, EALG project had significant impact regarding the situation.

### Case Study: UP Awareness and Response about COVID-19 Pandemic

A woman named Labonno (disguised name) lived in Krishnopur Village in Champapur Union. She lived in Dhaka and Narayangonj for living. Due to COVID-19, she went back to her village. At this time, the UP Chairman instructed her to stay at the isolation center temporarily built in the local school, as she came from outside of the village; however she did not agree with it.

The UP functionaries came up with a solution and requested Labonno to stay at home and maintain quarantine. The UP functionaries together went to her house and, maintaining distance, informed her about the importance of social distancing for everyone. Finally, Labonno understood the urgency and agreed for the quarantine in own house. The UP functionaries provided food and other necessary logistics to her. It is worthy to say that the awareness raising activities from the EALG project enabled the UP functionaries to take immediate necessary steps. Moreover, the PPE and other required logistics, provided by EALG, for the UP functionaries enabled them to move for providing several services to the citizen.

### 3.3.3 Policy for Effective Local Governance (PELG)

Out of three programmatic components of EALG, PELG is the major component that corresponds the policy agendas of other two components. This component does evidence-based policy advocacy with the LGD supported by research and analysis, piloting and testing, and learning of the implementation. Within a number of constraints such as late kick off of the project, UZP election in 2019, and Covid-19 pandemic in 2020 and 2021, the project has achieved remarkable policy successes that includes the approval of (i) ToR for 17 UZP committees, (ii) Annual Reporting Guideline of UZP, (iii) Annual Reporting Guideline of UP, (iv) an Operational Guideline of WDF, (v) revision of Upazila Revenue Fund Utilization Guideline, and (vi) issuance of two official letter for updating UP and UZP's website. However, there are some policy issues stated in the following points for further strengthening.

#### A. Division of Responsibilities among LGI Tiers (UP, UZP, ZP)

The EALG project aimed to elucidate the functional assignment between LGI tiers i.e., Zila Parishad, Upazila Parishad and Union Parishad. It is important to clarify the roles and responsibilities among the tiers so that the activities of these intitutes remain in same alignment. However, due to COVID-19 pandemic, it was not possible for the project to achieve the indicators. The peoject assumed to conduct one formal discussion with the Government of Bangladesh within the 2019-20 fiscal year. Hopefully it will be completed within the end line of the project.

#### B. Integrated Planning System

In case of integrated planning system, the EALG focuses on the coordination between the LGI tiers. The project aimed to conduct studies regarding the prospects and problems of the integrated planning system between Zila Parishad, Upazila Parishad and Union Parishad. The activities of the project is ongoing regarding the integrated planning system. In the mid-term, the project targeted to conduct 2 studies however, completed one study regarding potentials and challenges of integrated planning system. It appears from the study that the existing local government structure, process, legal regimes and overall level of preparedness, Bangladesh is not yet ready to adopt integrated development planning for local government institutions. Weaker interdependence and inter-organizational coordination between LGIs hinders the process of creating meaningful synergies within LGIs.

Before thinking about integrated local development planning as an option, formulation of development plan for all LGIs is a must for which existing mechanisms need to function. Unfortunately, performance of such mechanisms is paradoxical in the form of either not being followed or bypassed by the stakeholders of the local government institutions. The absence of effective oversight system or willingness or capacity deficit make the implementation status of integrated planning among LGIs challenging.

However, higher officials of UNDP as well as Local Governance Departments argued that, coordination with Zila Parishad, Upazila Parishad and Union Parishad is very difficult due to various reason. For example, in the Zila Parishad, the political bodies has bigger influence in central politics and they hardly focus on the Local Government. Moreover, the election of the Zila Parishad, Upazila Parishad and Union Parishad take place in different time that make the coordination parochial.

### C. Strategies for Public Engagement

Public engagement strategies include the strategies to improve the participation of women, ethnic and religious minorities, social excluded and vulnerable people and media. Analysis finds that, in the treatment areas around 11% of the total respondents are from ethnic minorities group while in control areas, 7% of the total respondents are from ethnic minority

group. Analysis found that ethnic minority participation is more in partial treatment areas (17%) compared to pure treatment (9%). The Lengura and Chakua union under Kalmakanda and Khaliajuri Upazila of Netrokona has ethnic inhabitants more than other areas of the treatment areas. As these two unions falls under sub group 2 category, therefore the participation of the ethnic people in partial treatment areas are more.

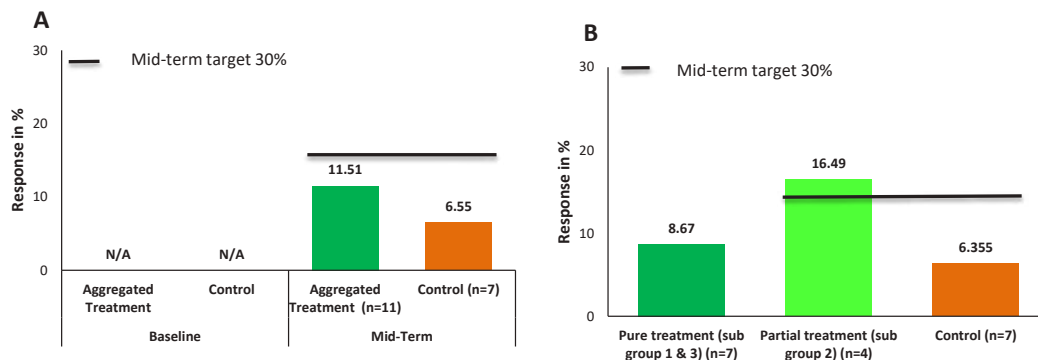


Figure 38 Ethnic Minority People Attended in Ward Shava and Open Budget Meeting. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas

The EALG project intervened the project areas UPs to include more participation from different religious minorities, ethnic minorities and women in case of Ward Shava and Open Budget Meeting. Analysis finds that, in pure treatment areas more (56%) UPs adopted the public engagement strategies than that of partial (50%) and control (31%) areas.

Moreover, in case of allocation of budget to ensure the participation of women and marginalized people, the

UPs of pure treatment areas are performing better than that of others. Analysis found that 38%, 26% and 31% UPs allocated budget provisions for the participation of women and marginalized people to take part in Ward Shava and other decision-making activities. Continuous monitoring from the project team, follow-up of DDLG, awareness training towards UP functionaries worked as a catalyst in this regard.

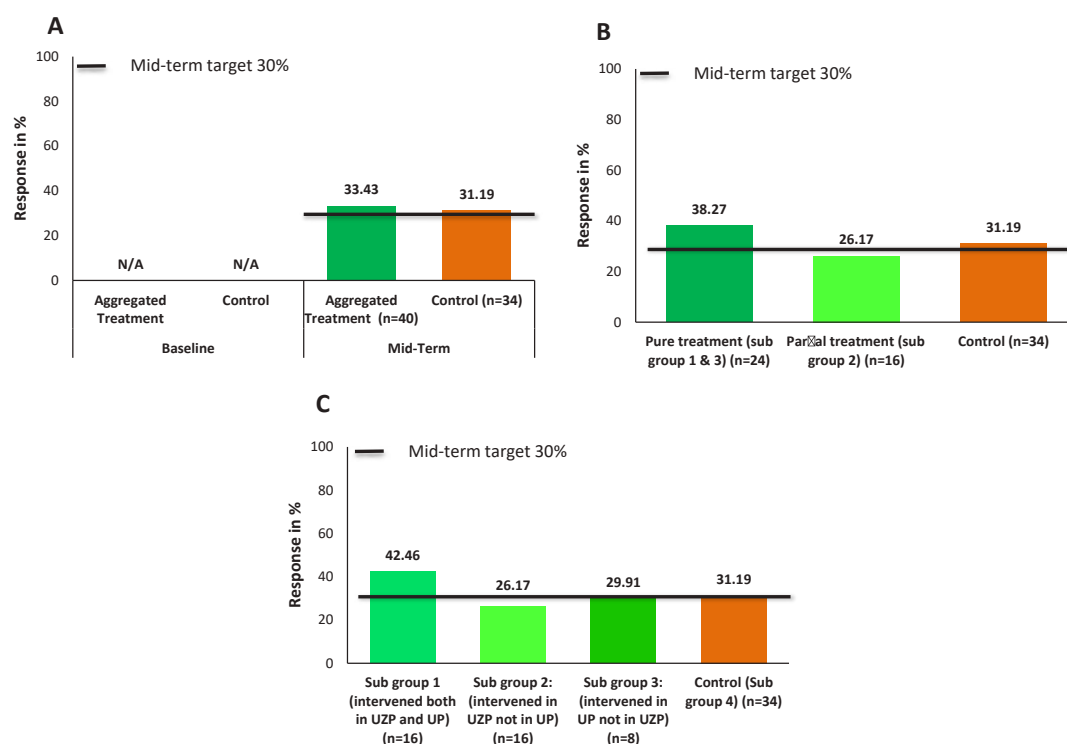


Figure 39 UPs that Allocated Budget for Women and Marginalized People Participation. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term Sub Group

From the FGD findings with local influential people and ethnic minorities, we find that ethnic minority people less likely join in the Ward Shava and Open Budget Meeting. They have their own community and prefer to confine themselves there. The KII with UP Chairman suggested that people from ethnic minorities are categorically invited in the Ward Shava and Open

Budget yet they have apathy to join in the meeting. However, KII findings also suggested that the situation is ameliorating gradually due to awareness from the project, LGI functionaries and the ethnics are becoming more aware. However, more time will be required to get a full flow.

### 3.4 Efficiency

To identify the efficiency of the EALG project, the study analysed the budget and expenditure ratio and compared it with the impact of the outcome indicators. There are four major components of the budget and expenditure regarding the EALG project. The first component is inclusive and accountable Upazila Parishad (IAUZP), second component is sustainable and democratic Union Parishad (SDUP), third component is policy for effective local governance (PELG) and the fourth component is project management cost. While the first three components are the indicators from result framework, the fourth component is the overall overhead costing of the project. So far, according to the Pro-doc, USD 7.77 million was envisaged and USD 5.30 million has been mobilized regarding the project activities. For the first three components there are set of outcome indicators and the project was expected to

achieve those indicators within the budget framework. Due to COVID-19 pandemic the EALG project adopted some steps to intervene in the community level. The intervention includes providing PPE, gumboot, mask sanitizer to the local governance functionaries, establishing hand washing basin, hand wash soap, helping to appoint focal person etc. Some portions of the budget was allocated to achieve these goals beyond the traditional activities of the project. According to KII findings COVID-19 related interventions from the project was very time demanding. It also reflects the flexibility of the project. The budget was managed by confining other activities, i.e., foreign training, that was hardly possible due to pandemic situation.

## Funding Analysis

Swiss Agency for Development and Cooperation (SDC), Danish Embassy/DANIDA, and United Nations Development Programme (UNDP) jointly funded the whole project. Danish Embassy/DANIDA is supporting the Sustainable and Democratic Union Parishad

(SDUP) component while and SDC supported funding regarding Inclusive and Accountable Upazila Parishad (IAUZP) component. Moreover, both the parties as well as UNDP is managing finance for COVID-19 situation as well. Total budget and expenditure of the project since 2018 to 2020 are as follows:

Table 45 Budget and Expenditure of EALG Project from 2018-2020

Activities/Output/Sector wise Component	Budget (USD)	Expenditure (USD)	Percentage of budget utilization
IAUZP	1,428,817.00	1,326,163.00	93%
SDUP	1,998,902.00	1,887,463.00	94%
PELG	217,836.00	155,848.00	72%
Project Management Cost	1,088,799.00	926,274.00	85%
Total	4,734,354.00	4,295,748.00	91%
COVID 19	570,226.00	554,712.00	97%
Total	5,304,580.00	4,850,460.00	91%

From the above table we find that in aggregate, 91% of the total budget has been utilized during the project span from 2018-2020. In case of COVID-19, SDUP and IAUZP, the project utilized 96%, 94% and 93% respectively. In case of project management and policy for effective local governance, the utilization of budget is relatively lower than that of other three components. From the KII findings we find that, during COVID-19 pandemic some of the activities of the project was hampered due to lockdown, resulting less likely utilization regarding project management and policy for effective local governance activities.

The budget and expenditure percentage according to component follows a similar trend where most of

the budget (and expenditure) was allocated in SDUP component and least of the budget for PELG component. The policy level components were inextricably related to the Local Government Division. Because of the COVID-19 situation, the Government of Bangladesh placed a strict lockdown, making cooperation with LGD at the policy level parochial. Among the total budget more than two third (38%) is allocated for SDUP, one fourth (27%) for IAUZP, one fifth (21%) for project management cost, one tenth (11%) for COVID-19 and 4% for PELG. The pattern is almost same in case of expenditure where within the total expenditure 39% in SDUP, 27% in IAUZP, 19% in project management cost, 11% in COVID-19 and 3% in PELG component.

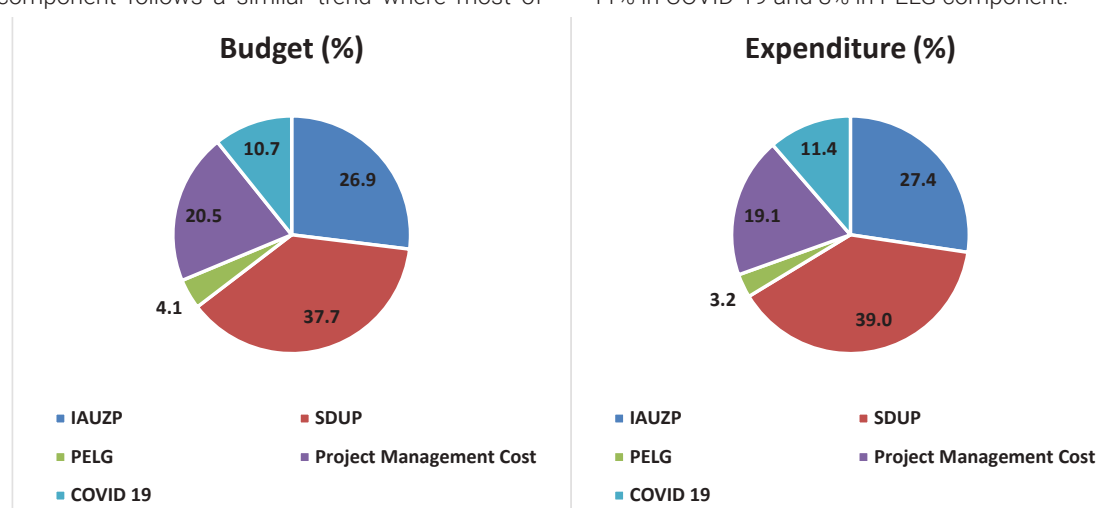


Figure 40 Budget and Expenditure Percentage according to Component

## Financial Management Aspect

In case of fund disbursement, the EALG project is following a specific modality where the disbursement requires minimum period of time. The funding towards Union and Upazila Parishad in case of arranging public

engagement strategies (i.e., Ward Shava and Public Hearing), publishing annual report and five-year plan is directly disseminated to the respected UPs and UZPs. Therefore, there is no loop in case of fund disbursement. However, for arranging Ward Shava the project provide

BDT 4,500 that is hardly adequate. If the EALG program can allocate more budget onto this matter it will be beneficial. This is one aspect where the program budgeting needs to be aligned with the present context and conditions.

However, there are some challenges for the project team to conduct the activities of the project smoothly. The EALG team receive the budget for the program almost at the end of February. The first quarter of the year is spent to prepare the Annual Work Plan (AWP), designing and approving the plan. For this reason, the team only get remaining three quarters for program activities in the field. This is a shortcoming that needs to be addressed and proper pre-designing can be beneficial in this regard.

#### **Monitoring and Evaluation Analysis Perspective**

The UNDP monitoring and evaluation (M&E) team incessantly monitor the activities of EALG project. The team ensure that all the guidelines of UNDP are followed accordingly in case of implementing any project. This study conducted key informant interview with the M&E team of the UNDP. The EALG project practice result based monitoring (RBM) and with this regard the project designed and operationalized its M&E system in a way that fulfilled the condition of 'M&E as learning tools' and 'M&E as a part of project management tool'. It enables the project management to formulate appropriate plan in reviewing progress as well as deviations. Moreover, the real time data available in the online excel sheet also support project management to make decisions. Analysis found that the UNDP M&E pointed a challenge that the interventions are scattered and diverse that make it difficult for smooth monitoring. Also, it is difficult to achieve all the diverse results within the time frame of the project.

The study team identified few observations in the result framework section. There are a number of double counting and compounding issues that make it difficult to quantifying. For example, an indicator is "Terms of References (ToRs) for UZP committees approved and introduced into UZP regulatory framework (Number of UZP Committee)". Here two factors are important such as, approved and introduced into regulatory framework. It should be separated in a manner so that it is easy to understand the current status as to whether it is approved and waiting for including into regulatory framework or not. Another indicator is "Percentage of citizens in the selected UZPs are aware of UZP activities and key priorities in the annual budget" where UZP activities and key priorities are two different things, yet, the target is set combining both. In case of citizen engagement, Ward Shava and Open Budget Meeting at the UP are two different things that is amalgamated in the result framework while setting the target. The result framework should consider more specification in terms of setting the target and elucidate the jargons for the general users.

#### **Programme Management Aspects**

EALG programme covers a wide range of activities while pursuing its objective to strengthening local government institutions. Moreover, the programme activities include policy level interventions that contributes to the LGIs in its structural development. To perform the implementation, EALG team is managing the programme in different tiers. The main team of the EALG is managing the project from Dhaka, that enables the team to work with the Local Government Division closely. The programme team has field level officials for monitoring and District Facilitators (DF) are conducting the responsibilities. As the DF are working with close collaboration with the Deputy Director of Local Government, they are conducting their activities from the district offices. Hence, they can collaborate with the DDLG for monitoring and implementing the project activities. Some programme level initiatives require the authorization of the DDLG at the UP and UZP level and programme team successfully are collaborating with them. In case of coordination, implementation and monitoring the activities at the UP and UZP level, DF can easily maintain liaison with the functionaries. In case of providing training, the programme team assigned resource personnel to make it successful. To attain all the three component, the study found the programme designing adopted appropriate designing with better management system.

The programme management team identified the potential risks and mitigation strategy that made them prepared for any kind of adverse situation. For example, during the COVID-19 pandemic, management team had a challenge to conduct their activities physically, however, conducting online meeting and monitoring enabled them to execute the activities smoothly. Field level monitoring was conducted by zoom meeting, live video sharing, regular uploading of activities on the UP and UZP pages etc. Overall, the programme management team effectively and efficiently conducted the programme activities, however, introducing more human resource will be beneficial to make it more efficient.

#### **Repurposing of COVID-19 response**

COVID-19 has put Bangladesh into an unforeseen challenging situation that made the Government of Bangladesh to stop several economic activities except for emergency services and urge people to restrict mobility and stay at home since March 2020. The Government emphasized on emergency support through local government administration and representatives that increased risks of getting infected by COVID-19 for the UP/UZP representatives and the local administration. Considering these issues, with the consent of development partners, EALG has repurposed USD 320,226 and facilitated different initiatives engaging the Local Government Institutions.

UNDP Country Office management was flexible with repurposing of TRAC-I that added USD 105,000 with the COVID-19 response budget of local governance project. Also, EALG mobilized TRAC-II allocation tantamount to

USD 250,000. This was possible because of flexibility of UNDP in terms of resource mobilization, set up of target groups and demand-driven allocation for the LGIs.

**Table 46 Repurposing of Budget regarding COVID-19**

Items	Repurposed for COVID-19 response (USD)						UNDP budget exclusively for COVID-19 response (USD)		Total budget for COVID-19 response (USD)	
	SDC		DANIDA		UNDP		Budget	Expenditure	Budget	Expenditure
	Budget	Expenditure	Budget	Expenditure	Budget	Expenditure				
Preventive Materials	70577	69231	93410	90851	50499	50288	49077	27647	263563	238017
Awareness Raising	7308	7893	14617	15786			21652	21652	43577	45331
Hand wash Facilities	11016	11897	18298	19762	47051	47051	31504	31504	107869	110214
Temporary Worker and logistics	-	-	-	-	7450	7450	11371	11401	18821	18851
PPE	-	-	-	-	-	-	115702	115702	115702	115702
First Contact Point	-	-	-	-	-	-	20694	20694	20694	20694
Technical Expert	-	-	-	-	-	-	-	5903	-	5903
<b>Total</b>	<b>88901</b>	<b>89021</b>	<b>126325</b>	<b>126399</b>	<b>105000</b>	<b>104789</b>	<b>250000</b>	<b>234503</b>	<b>570226</b>	<b>554712</b>

PPE distribution among the front-line public representatives burgeoned their confidence in combatting coronavirus. The death and infection numbers (total 9 and 45 respectively in UP/UPZ functionaries) were lower than the national trend. Through the awareness-raising activities of EALG,

people were aware of wearing the mask, washing hands, maintaining social distance, “do’s and don’ts” during the lockdown, protecting Human Rights, and preventing Violence Against Women issues. The temporary workforce reduced the workload of UPs and strengthened the support to people.

### 3.5 Impact

Impact addresses the ultimate value and the transforming capacity of intervention’s consequences. It is aimed at recognizing the social, environmental and economic impacts of an action that are more long-term or wider than those already protected by the criterion of effectiveness. This is achieved by analysing improvements in processes and standards holistically and persistently and the possible impact on the well-being of individuals or institutions. In case of EALG, the outcomes are set according to the theory of change regarding both UZP and UP. It is expected that, the project interventions significantly impact on the institutions and household level. However, at the

mid-term, the likelihood of the impact is relatively lower and the detailed impact scenario would be vivid at the end of the project activities. Yet, the present mid-term evaluation aimed to compare with the baseline and keep a benchmark for the end-line evaluation. In this section, the study will try to focus on the extant the project capacitated institutional and individual capacity of UZ and UZP, positive or negative changes in local government policies so far due to project intervention and the major changes in the lives or livelihood of citizens due to improved service delivery of UPs and UZPs



### 3.5.1 Upazila Parishad Related Outcome

According to the theory of change and result framework the EALG project focuses on few outcome that includes transparency of local bureaucracy, adopting public engagement strategy, effective participation of female functionaries in UZP and improving expenditure against budget. The likely impacts are detailed as follows:

#### D. Transparency of Local Bureaucracy

The EALG project addressed the transparency of the local governance institutions and aimed to impact on the coordination with the line departments. Especially for the Upazila Parishad it is important to receive and monitor local plan and budget by at least three transferred departments. The findings from institutional survey postulates that majority of the Upazila Parishad of the treatment areas (92%) coordinated their budget and plans with at least three transferred departments while less than two thirds (63%) of the control areas Upazila Parishad maintained the same.

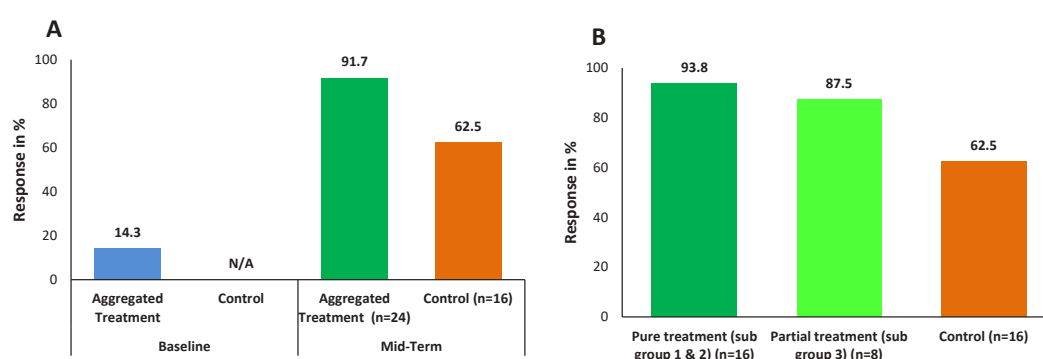


Figure 41 Coordination of UZP with Transferred Department. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas

The difference between the treatment and control areas are statistically significant (annex: 28) and there are significant differences between baseline and mid-

term evaluation. According to the diff-in-diff analysis, the UZP of the treatment areas are more likely to share their plan and budget with the line departments.

Table 47 Difference in Difference between Treatment and Control Areas Regarding UZPs that Monitored Plan and Budget by Transferred Departments

Intervention Area	Study phase	UZP Monitored Plan and Budget by Transferred Departments	Difference	Difference in difference
Treatment	Mid-term	91.7	77.4	14.9 (Positive impact of project intervention comparing baseline)
	Baseline	14.3		
Control	Mid-term	62.5	62.5	
	Baseline	0		

While in regression analysis, result shows that, the likelihood of the coordination is three times higher for educated Vice Chairman than their counterpart at 1% significant level (annex: 30).

Qualitative findings shows that UZP mainly collaborate with UNO, health and planning department, education department, social welfare department and agriculture and fisheries department. From the Key Informant Interviews it is evident that the Chairman of the Upazila Parishad level are more likely influential in the political parties and plays bigger role. Some of them have the potentiality to get nominated for the parliament elections. Consequently they found it less effective and

show apathy while working in UZP activities rather than performing other political agendas. In such cases the Vice Chairman plays vital role to maintain the coordination regarding plan and budget with the transferred departments. The findings align with the quantitative findings where educated Vice Chairman have positive impact in case of the likelihood of the coordination of the UZPs with transferred departments.

## Case Study: Transparency Ensured through Facebook Pages

After providing advanced ICT training, a total of 246 Union Parishads among 251 and 15 Upazila Parishads among 18 created Facebook pages with the assistance of the respective UP Secretaries and other officials. The Facebook pages were created for sharing information about the first point of contact to ensure citizens' easy access to relevant information. The objectives of creating Facebook pages were to make people aware about the services delivered by the UP and UZP as well as getting feedback from the mass people to improve the quality of services provided by the respective institutions. EALG Project also intended to educate the respective individuals on how to maintain and update the respective Facebook pages.

The Union Parishads Facebook pages helped UP bodies to inform the public about the importance of the services provided by the Upazila and Union Parishads. They were now also able to share information with the people on the first contact and receive feedback through the Facebook pages. Through these pages, anyone can easily learn about their activities and achievements. Now everyone is promoting their activities through their respective Facebook pages, as we can see the interventions of the Union and the Upazila Parishad from anywhere. As the EALG Project is working for promoting transparency and accountability, the Facebook pages is a step to move them forward.

### E. Adopting Public Engagement Strategy

Engagement of the citizen is integral part for the LGs to achieve transparency, accountability and efficiency in service delivery. EALG project is designed to capacitate the UZPs in a way so that the institution can involve more participation from the citizen. The

project intervention was found to have significant impact in terms of treatment and control areas. Analysis found that, more UZPs of the treatment areas (83.3%) adopted public engagement strategies compared to control areas (48.3). Z-test for two proportion indicates significant differences between treatment and control areas (annex: 31).

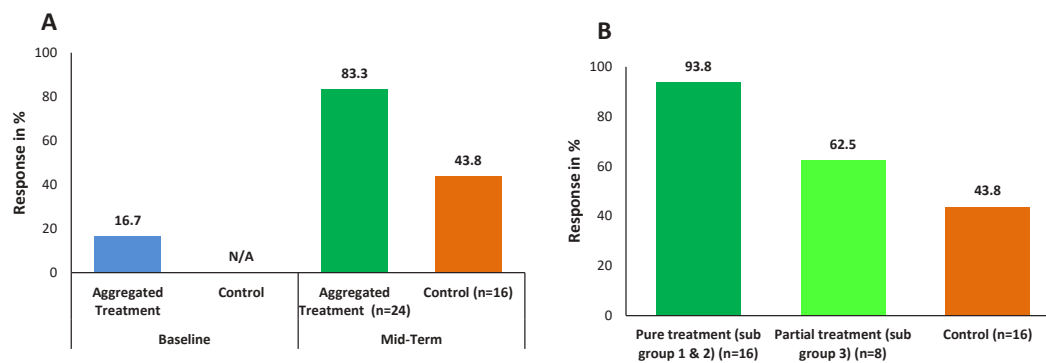


Figure 42 UZPs that Adopted Public Engagement Strategies. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas

Moreover, comparing with the baseline, diff-in-diff suggests positive impact of the project intervention regarding adopting public engagement strategies.

Table 48 Difference in Difference between Treatment and Control Areas Regarding UZPs that Adopted Public Engagement Strategies

Intervention Area	Study phase	UZP that Adopted Public Engagement Strategies	Difference	Difference in difference
Treatment	Mid-term	83.3	66.6	18.3 (Positive impact of project intervention comparing baseline)
	Baseline	16.7		
Control	Mid-term	48.3	48.3	
	Baseline	0		

Logit regression analysis found that, the likelihood of the treatment areas to adopt public engagement strategies are 4 times more than that of control areas however, the result is not statistically significant (annex: 32).

Respondents of the FGD reported that, they attended in UZP activities regarding various awareness program on early marriage, dowry, eve-teasing etc. Some of them went to UZPs for land related purpose. In a nutshell, people are less likely involved with the UZPs in both treatment and control areas. As quantitative findings showed that the UZPs has adopted the public engagement strategies, the involvement of the citizen in UZP activities will likely to be proliferated in future.

## F. Effective Participation of Female Functionaries in UZP

In every Upazila Parishad, there is one Vice Chairman seat reserved for the women. To improve women's participation, it is important for the Vice Chairman (Woman) to join in the debate and decision-making process of the UZPs. The mid-term study finds from the institutional survey that more than two-third (67%) of the UZPs of the treatment areas and less than one-tenth (6%) of the control areas reported that the women elected bodies can effectively participate in debate and decision making of the UZPs (annex: 33).

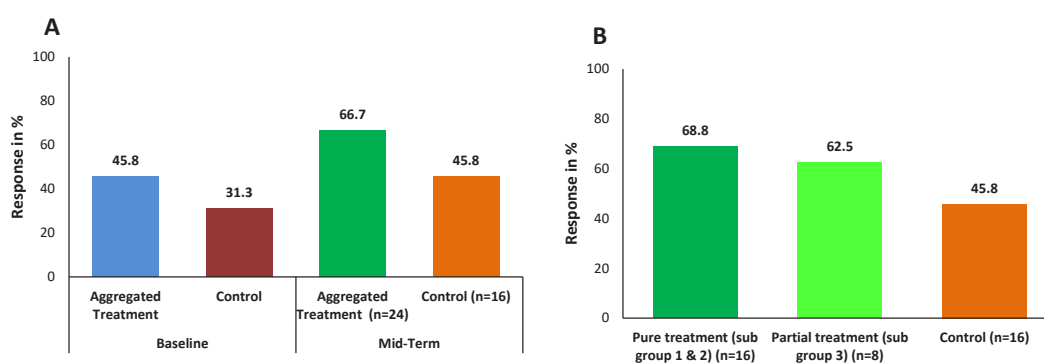


Figure 43 UZPs where Women Vice Chairmen Participate in Debate Effectively in Decision Making. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas

The diff-in-diff analysis finds positive impact of the project interventions.

Table 49 Difference in Difference between Treatment and Control Areas Regarding UZPs that Implemented Schemes under the Leadership of Vice-Chairman (Women)

Intervention Area	Study phase	UZP that Implemented Schemes under the Leadership of Vice-Chairman (Women)	Difference	Difference in difference
Treatment	Mid-term	66.7	20.9	45.9 (Positive impact of project intervention comparing baseline)
	Baseline	45.8		
Control	Mid-term	6.3	-25	
	Baseline	31.3		

The logit regression analysis finds that, the odds of effective participation of women in UZP decisions and debates are 27 time more in treatment areas than that of control areas at 5% statistical level of significance (annex: 34).

The KII findings also postulates that, the Vice Chairman (Woman) of the control areas hardly participate in any debates regarding any planning of

decision making. Although, the UZPs of the treatment areas had the same practices, the training from the EALG project worked as catalyst for the women participation in the decision-making process. The situation is now changing in the treatment areas. However, Rangpur and Rajshahi district need more concentration to get fruitful project outcome in this regard (annex: 35).

## G. Improving Expenditure against Budget

The mid-term evaluation identifies the UZPs that improved budget against expenditure. Analysis finds that, in treatment areas, more UZPs improved budget

against expenditure (29%) than control areas (6.3%). The differences are statistically significant according to z-test for two proportion.

The diff-in-diff analysis also found impact of the project intervention in the treatment areas.

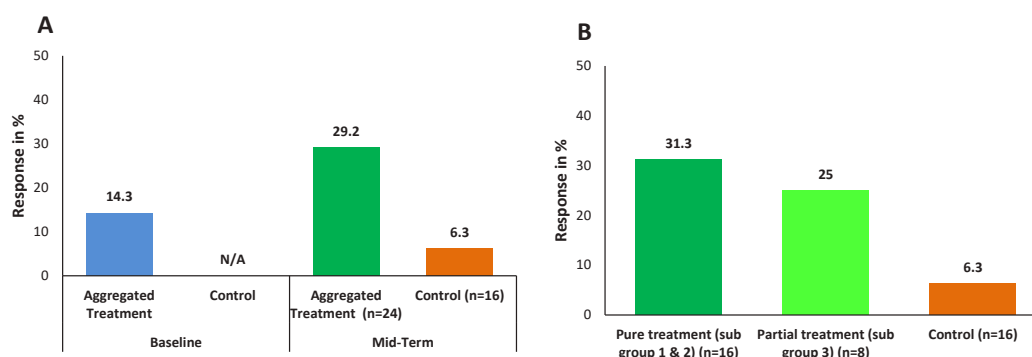


Figure 44 UZPs that Improved Expenditure against the Budget. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas

Table 50 Difference in Difference between Treatment and Control Areas Regarding UZPs that Improved Expenditure against Budget

Intervention Area	Study phase	UZPs that Improved Expenditure against Budget	Difference	Difference in difference
Treatment	Mid-term	29.2	14.9	8.6 (Positive impact of project intervention comparing baseline)
	Baseline	14.3		
Control	Mid-term	6.3	6.3	
	Baseline	0		

The regression analysis adopted ordered logit (ologit) in this regard as the dependent variable is ordered as not progressing, progressing and improved. Regression analysis finds that, the probability of the UZPs to improved budget are two times more in treatment areas than control areas (annex: 39). Education level of the UZP functionaries, Vice Chairman and Vice Chairman (Woman), more likely impact on improving of the budget against expenditure in the Upazila Parishad, however, the result is not statistically significant.

## H. Citizen's Awareness of UZP Activities

In regards to the awareness of the citizen about UZPs activities and key priorities in the annual budget, 24% of the citizens of the selected treatment areas are aware of these activities. However, though the project's mid-term target was 25% in this concerned area, it's not statistically significant. Therefore, we cannot comment that it doesn't reach the mid-term goal. On the other hand, in terms of the comparison between pure treatment and partial treatment areas, the difference in the percentage of the citizens who are aware of UZPs activities and key priorities in the annual budget is

having the same numeric of 24%. The result indicates again that, people at the community level has less likely idea about the activities of the UZPs. People are more likely attached to the UZPs that are near to their home. KII with higher officials from LGD pointed that, unlike Union Parishad, Upazila Parishad has no dedicated land areas for a specific office. It would be better if UZP get allotment of land of its own.

## 3.5.2 Union Parishad Related Outcome

According to the study design, EALG project adopted two outcome indicators for Union Parishad. The outcome indicators include, access to decision making process of Union Parishad of the citizens and satisfaction of the citizens regarding the services of Union Parishad. The findings of the mid-term study regarding these topics are as follows:

### A. Access to Decision Making Process

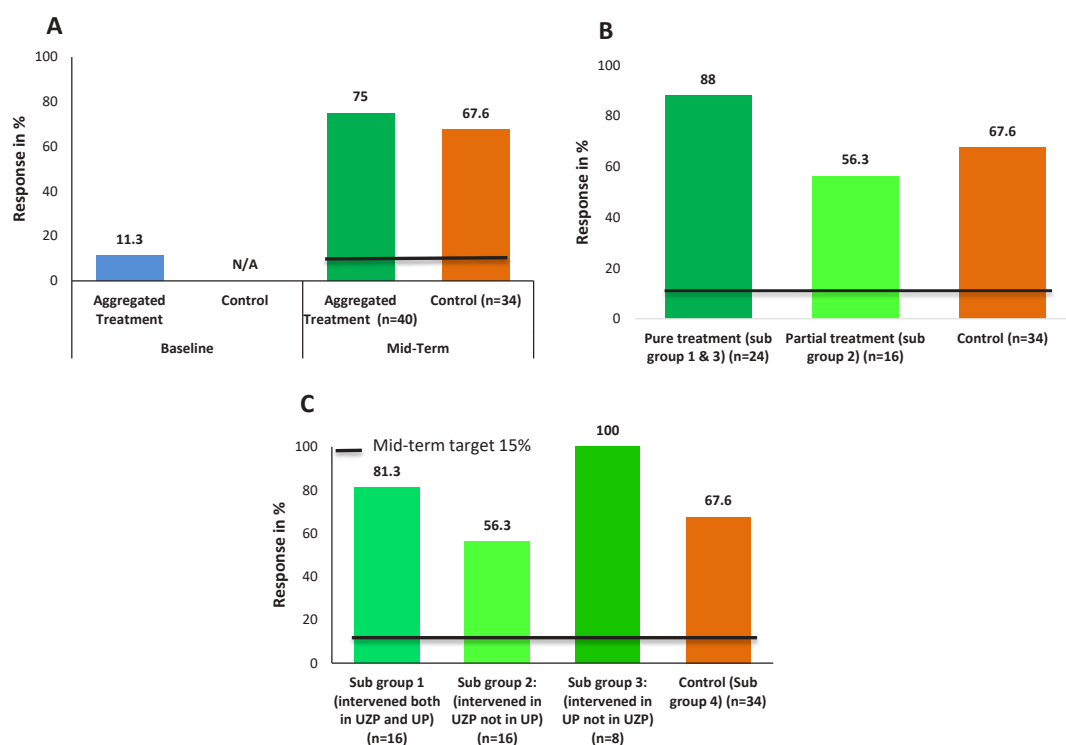
The EALG project is intervening in the Union Parishad level to regularize the ward shava and open budget meeting, two potential activities for the

participation of the general community people, where people can place their opinion regarding various issues that are likely to be considered within the annual budget. Unambiguously, it is difficult to accept all the requirements of the citizen however, ward shava and open budget meeting are good platform to debate on it and setting up the priorities. According to the theory of change of the EALG result framework, in the mid-term, at least 15% of the poor, vulnerable and social excluded citizen has to have access in decision making process in at least 50% of the treatment Union Parishad.

Analysis finds that, 72% of the total Union Parishad ensured at least 15% participants from poor, vulnerable and socially excluded people from the citizen in the decision-making process. In the treatment areas, 75% Union Parishad and 68% Union Parishad in the control

areas ensured participation of the poor, vulnerable and social excluded people in the decision-making process. It meets the mid-term target for the treatment areas while the difference between treatment and control areas are not statistically different (annex: 41).

According to sub group categories, sub group one and three are better performing (81% and 100% respectively) in case of participation of 15% poor and vulnerable people in decision making process, compared to that of subgroup two (56.3%). As mentioned before, the sub group two category does not have any EALG intervention in Union Parishad. The intervention is available in Upazila Parishad and from the findings we see that, to proliferate the participation of the poor and vulnerable people it is important to conduct project intervention at the Union Parishad level.



**Figure 45 Access to UP decision making of the poor, social excluded and vulnerable people. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group**

According to the district wise segregation among the treatment areas, Rangpur and Netrokona is performing better in case of assuring 15% participation of vulnerable and poor people in the decision making process in the Union Parishad. However, Rajshahi, Patuakhali and Khulna has scope to improve in this regard. Geographically, Patuakhali and Khulna is located in the southern part of the country and vulnerable to natural disaster. From the KII and FGD findings we see that the marginal people of these areas (Patuakhali

and Khulna) do not remain in the locality all day long. They either go to the deep sea or river for fishing or work as day labourer. Therefore, it is difficult for them to participate in the ward shava or in open budget meeting. The marginal people also shows apathy stating that their opinions are less likely important. The communication in the Patuakhali district is poor in the rural areas that makes more difficult for the marginal people to join in the decision making sessions. The result also reflected in the quantitative findings.

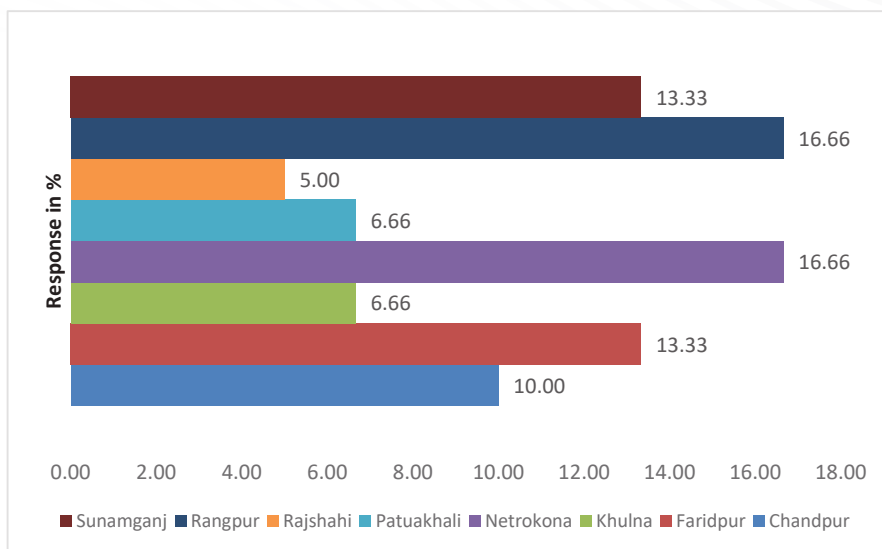


Figure 46 Districts that Ensured Participation of Poor and Vulnerable People In Treatment Areas

### B. Satisfaction on Union Parishad Services

Community people at the rural areas more likely seek services in Union Parishad rather than Upazila and Zila Parishad. Citizen seek services regarding birth certificate and registration, death certificate and registration, Chairman certificate, warishan (heir) certificate, NID related issue, passport related issue etc. The mid-term study asked the respondents whether they were satisfied with the services received from the UPs or not in 5 point likert scale starting from 1 = very dissatisfied to 5 = very satisfied.

The level of satisfaction improved since baseline

(40%) compared to that of mid-term (80%) however, the diff-in-diff showed no significant improvement (annex: 49). The difference between treatment and control is also not statistically significant however, the level of satisfaction of treatment areas (80%) is better than that of control areas (79%). According to sub group wise division, sub group one and three performed better than that of sub group two. It implies that, without intervention in the Union Parishad, citizen are less likely satisfied with the services received from Union Parishad. However the difference between the sub groups are not statistically significant according to multiple test for equality of proportion.

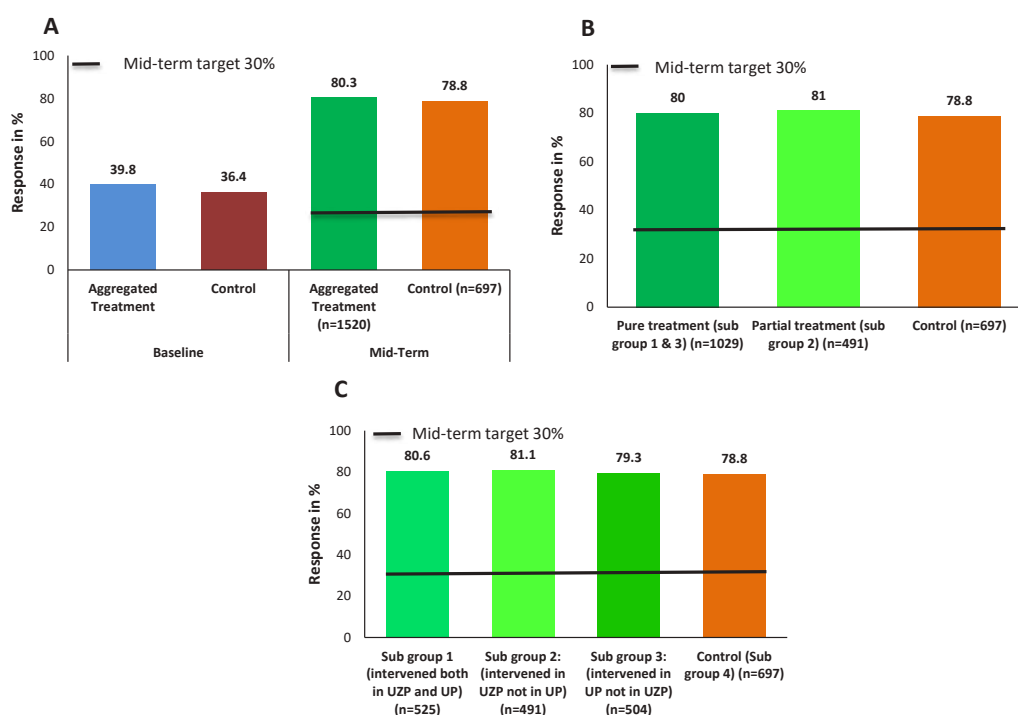


Figure 47 Satisfaction of the HH Regarding Services of UPs. A) Aggregated Result for Baseline and Mid-term Treatment and Control Areas, B) Segregation of Mid-term Data based on Pure and Partial Treatment Areas, C) Segregation of Mid-term based on Sub Group

The study conducted ordered logit regression analysis to identify the determinant factors of the satisfaction of the citizens regarding the services from Union Parishad (annex: 50). Analysis finds that the respondents of the treatment areas are 30% more likely satisfied with the services received from the Union Parishad compared to that of control areas. The result is significant at 1% statistical level of significance. Respondents with higher education are 15% more likely satisfied with the services at high statistical significance (1% level of significance). With the same level of significance, if respondents perceive that justice is ensured in the village court, they are 80% more likely satisfied with the Union Parishad services. The result

indicates that functioning village court by ensuring justice has significant impact on the people's perception about Union Parishad. Moreover, male are more likely satisfied with the UP services than female and affluent people are more likely satisfied than their counterparts, but the results are not statistically significant. On the contrary, experienced citizen who are elder are less likely satisfied with the services from Union Parishad. Although the result is not statistically significant, from the FGD findings the study found that, in previous, the Union Parishad was not functioning properly. People hardly received better services. Now the situation is ameliorating however, there are still scopes to provide better services.

### Case Study: Increased Service Delivery through UP Engagement

Badaghat Union Family Welfare Center is the only health service provider that is easily accessible to the people in the locality. She also added that the management committee of FWC and Union Parishad bodies regularly visit and help the FWC by providing materials and emergency support. She was really happy and thanked the Badaghat (South) UP especially the Union Parishad Chairman and the Upazila Family Planning Officer for their continuous support. As a part of the SDG localization initiative, the Efficient and Accountable Local Governance (EALG) Project, funded by SDC, DANIDA and UNDP, including training and orientation efforts were made to enable the Union Parishad bodies to raise awareness, ensure health services and adolescent care by undertaking various schemes targeting marginalized people. After the orientation, Union Parishad took the initiative to form the Family Welfare Center Management Committee (FWCMC) to assess the present situation of FWC and ensure proper health care, monitoring and improved service delivery. FWC received 16 chairs, 04 tables, a 330-Watt solar panel and a gas canister from the Badaghat Union Parishad and FWCMC provided another 04 fans, as well as 14 chairs after the assessment. As a result, now around 100 to 120 individuals could receive health care services on a daily basis. Alongside successfully handling an average of six to eight safe delivery cases in a month, around 70-80 Anti-Natal Care/Post-Natal Care services are also provided through the FWC. The FWC also provides awareness to more than a hundred adolescent girls on sexual and reproductive health.

Before the intervention by Union Parishad, childbirth rates were handled inadequately due to lack of bed spaces and necessary instruments at this FWC. While around 30-40 people visited daily, none of them received proper treatment or medicines. Rather, most visitors were served only verbal consultation on ANC or PNC. The UP Chairman, Mr. Ershad Mia said, "The UH&FWC is the only center for providing primary health care services and as most of the people in our locality are very poor, they have limited access to the district level hospital. I have seen a lot of women come to our UP to receive VGD, pension allowance, disability allowance etc., but most of them were found to be physically very weak. This observation motivated me to take this initiative for investing in the FWC to make it well-functioning and to ensure accessible healthcare services for the local people."

## 3.6 Sustainability

A project can be sustainable that outlive in the intervention areas to continue expected outcome far into the future. At the end of a project, its sustainability can be measured. EALG is now under the mid-term phase, where seeing the sustainability status is challenging.

However, considering the study objective of EALG mid-term review and OECD DAC criteria, the study attempts to find sustainability of the project from

relevant discussions and consultation with project personnel and key government stakeholders. The essence of the discussion exhibits that, strengthening institutional capacity via comprehensive training in treatment areas actually changes the scenario formerly prevailing there and facilitates them to receive performance grants.

### 3.6.1 Government Related Institutional Sustainability

Sustainability towards the governance of the institution is one of the keys to determine that, the intervention of the EALG project has contributed to fulfill the project goals. A higher official of LGD said:

"We do not want to develop the infrastructure only, we want qualitative changes in the functioning of LGIs including Union Parishad and Upazila Parishad so that they become stronger. If required, in future, government will finance the EALG project to achieve the desired goal."

In line with this, there are several areas, where the sustainability of the project can be mostly desired as follows:

Activating Ward Shava is another achievement of the project which is likely to sustain even after the project terminates. The mid-term evaluation found that significant number of the schemes of UP came through Ward Shava in the treatment areas. Thus, a kind of institutionalization of Ward Shava has been achieved which is unlikely to discontinue after the termination of the project. People's demand has been created and now it is important for the functionaries to continue it. KII with UP functionaries revealed that the token money to arrange Ward Shava from EALG encouraged them to regularize the activity. Generating the revenue of the LGIs is very important in this regard to continue the activities.

Approval of the TORs for UZP Standing Committees is one of the significant achievements of EALG which will have an ever-lasting impact on increasing institutional capacity of UZP.

EALG is preparing guidelines for Women Development Forum (WDF) to make it more contributive at the UZP level. Currently, the members of the WDF (i.e., UZP Vice Chairman and Councilors) has been informed and clarified about their roles and responsibilities and enabled to engage in other UN projects and get support. Consequently, the women functionaries are becoming more likely aware.

UNDP pursued LGD to amend the 'Revenue Fund Utilization Guideline'. As a result, LGD updated the guideline and allocated BDT 30,000 as refreshment budget for UZP level meeting under the supervision of UZP Chairman, Vice Chairmen and UNO and BDT 8,000 for 17 Upazila committees meeting under the supervision of UZP Vice Chairmen. The guideline also allocated BDT 100,000 for preparing and publishing annual report and other publications. Amendment of Revenue Fund Utilization Guideline to allocate refreshment cost and publication cost encourages participants to actively attend the UZP level meetings and ensure the sustainability of publishing annual

reports.

On the other hand, by the persuasion of EALG, LGD Provided circular for Updating the Website of UP and UZP. As a result, out of 251 UP under EALG intervention area, 248 UPs and 100% (total 18) UZPs have updated their website. Issuance of Office Order to UPs and UZPs for updating their websites promotes accountability by exposing their updated information.

As the project is trying to bring changes in budgetary outlays through universalizing the process across the country and let the government work on it, there is a possibility to sustain the project.

### 3.6.2 Socio Political Sustainability

Though the EALG project is very much focal on the perspectives of increasing the capability of the Local Government Institution, the impact of it towards sustainability would not be confined only to the institutions. There would be some indirect impacts of the project which may reflect the socio-political sustainability. Certainly, the EALG project has enriched the knowledge and capabilities of different stakeholders in terms of operating an efficient and accountable UP and UZP. These stakeholders may not continue in their respective offices as they are elected representatives of the citizens. However, whatever they acquired thanks to the effort of EALG, they can carry forward these to their future social and political life. Their knowledge regardless of their on-position or off-position in the office would definitely contribute to the society and the socio-political life of the citizen.

### 3.6.3 Financial Sustainability

Co-financing of the government proved to be a catalyst for sustainability and a recent example of this is the Local Governance Support Project (LGSP)-III. From the KII the mid-term review identified that Union Parishad has a positive vibe regarding achieving LGSP audit ranking and receive the performance-based grant. Likely, if the EALG is adopted by the Local Government Division, it would also attain the desired sustainability. The mid-term study conducted several key informant interviews as well as Advice Receiving Meeting with the higher-level officials of the LGD. The sessions indicated positive motion towards the EALG project. Even LGD department is planning to finance the project if donors change their strategies regarding financing.

On the other hand, due to the intervention of the project the awareness build-up of the citizen, as well as the political leaders of the institute, has contributed to the revenue generated system of the UP and UZPs. If it continues like the way it has been going on in the treatment areas, certainly there is the hope of sustainability in terms of people paying taxes and institutions avail financial strengthen due to that.



### 3.6.4 Hope and the Challenges towards Sustainability

EALG may face sustainability challenges if adequate monitoring and follow-up from time to time are not made available with a view towards the sustainability prospect of the project. Due to the COVID-19 pandemic, some of the policy-level interventions could not be made significant headway. However, in recent times, the project has taken initiatives to fulfill the policy level inputs and hopefully within the end-line, almost all the policy level dialogues will be completed. Because of the result of advocacy of the project, LGD has approved (i) ToR for 17 UZP committees, (ii) Annual Reporting Guideline of UZP, (iii) Annual Reporting Guideline of UP, (iv) an Operational Guideline of WDF, (v) revised Upazila Revenue Fund Utilization Guideline, and (vi) Issued two official letter for updating UP and UZP's website.

If the project can accelerate the policy level activities as well as continue monitoring, there is a fair possibility for the project to have a sustainable impact over strengthening the local government system in Bangladesh in near future. A UNDP higher official came up with an opinion which may summarise the whole aspects of the project sustainability:

"EALG is not covering the whole country. No project can cover all over the country and Government initiative is important for any governance-related project to sustain. Yet, the continuation of project is important because it enables the stakeholders' room to conduct policy-level dialogue with the government. Moreover, if the project is dropped, the achievements of the project activities might be discontinued. Project is sustainable but practice might get dropped in case of discontinuation."

## 3.7 Coherence

Project coherence is measured through correspondence between the objectives of intervention and those of other interventions of different projects to avoid duplicity and to explore collaboration. To understand the depth of coherence of the EALG mid-term study, key informant interviews were conducted which evolves that EALG remains coherent with other projects and there is a scope to improve coherence in some context.

At present, there are few projects ongoing at the Local Government level supported by Japan International Cooperative Agency (JICA) as well as United Nations Development Programme (UNDP). There are two projects of JICA as Upazila Governance and Development Project (UGDP) and Upzaila Integrated Capacity Development Project (UICDP) while Activating Village Court in Bangladesh Project (AVCB)-II is of UNDP. All the projects are ongoing under Local Government Division of the Government of Bangladesh.

The UGDP project aims to enhance the capacity of Upazila Parishad to deliver more effective and responsive public service to the citizen through providing additional development fund as a series of capacity development to concerned stakeholders. The UICDP project goals to promote development works and public service delivery, based on the regional characteristics, through strengthened capacity of Upazila Parishad. While the AVCB-II works with a view to supporting village courts

of Bangladesh as an effective total dispute resolution mechanism.

EALG provides technical, financial and consumable support (COVID-19) to the local government institutions i.e. UPs, UZPs. Whereas, UGDP provides technical support only. The UGDP project did not provide any financial benefit like EALG to publish the 5 year plan and annual plan in Upazila Parishad. It hinders the double budgeting in a same interventions. On the contrary, Upazila Integrated Capacity Development Project (UICDP) not only intervene in UPs and UZPs but also intervene in Pourashava which is beyond the EALG project. Thus in case of intervention in Paurashava, UICDP and EALG has unique properties. In case of area coverage, except in Cox's Bazar, the two project has different intervention areas as well.

EALG has a scope to work with the Activating Village Courts in Bangladesh Project (AVCB). The AVCB project has awareness program with the citizen of the local community level. Whereas, EALG has no awareness-related intervention towards the community people. In this regard, some of the key factors of EALG (i.e., participation in Ward Shava, Public Hearing, Open Budget, Citizen Charter, Annual Report etc.) can be aligned during the awareness session of AVCB.

During project implementation of SHARIQUE, there was hardly demonstrable collaboration however, EALG has developed a five-years plan guideline by

taking support from National Academy for Planning and Development (NAPD's) guideline supported by SHARIQUE. Apart from this, EALG is on process to train UP secretaries on financial management using the module developed by SHARIQUE. It may be mentioned that EALG has actively contributed in the module

review and finalization process of Foundation training for UP. The EALG project is discovering the way of collaboration with the Horizontal Learning Programme (HLP). Necessary communication has been made with HLP focal person for a meeting to identify possible collaboration aspects.

### 3.8 Gender and Human Right Based Approach

The EALG project intervention focused on the gender and human rights based approach in a multi-dimensional way. In case of gender based approach, the project is performing in a way so that, women participation is ensured from both leadership and community extant. The EALG project is facilitating the Women Development Forum (WDF) by providing training to the Vice Chairman (Women) and women councilors. The WDF build awareness and actively engage in issues i.e., child marriage, dowry, economic empowerment of women, propose provision for better sanitation in schools for girls and providing information on various issues regarding women in Upazila Parishad level. For example if a women want to learn driving, she can get the information from WDF regarding whether the UZP has budget allocation in this issue.

The EALG project is facilitating women leadership in UZP level. In every Upazila Parishad, at least 30% of the schemes should be conducted under women leadership; the Vice Chairman (Woman). The EALG project raised awareness via various training with and workshop with the UZP elected functionaries where the project trainer discussed the issue. The consequence has been reflected in the mid-term study where we

have found that around 67% UZP of the treatment areas reported that women leaders can participate in debates as well as influence decision making effectively.

Women participation in public engagement activities of local governance institutions is another important issue in case of gender based approach. To engage the women in the community level, the EALG project intervened to enable the UPs to ensure participation of women from the community. The study found from the qualitative surveys that women hardly participated in the Ward Shava and Open Budget Meeting which is now burgeoning. Analysis found that around 85% and 90% of the UPs proliferated the participation of women in Open Budget Meeting and Ward Shava respectively, whereas the target of the mid-term was 30%. To enable the host community youth and women in Cox's Bazar for income generating activity, EALG supported local youth and women to receive IGA training and input. After completing the IGA training and getting necessary input supports, the host community women and youth are expected to enhance their socio-economic empowerment through income generating activities.

#### Case Study: Girls Pedaling for Education

Noticing the difficulties in commuting to school and college, Upazila Women Development Forum (WDF) came up with an eco-friendly, enjoyable solution by providing bicycles for the girls. Ms. Afroza Akter, an eighth-grader at Kaunia Mofazzol Hossain Govt Model High School, said, "I had to spend Tk 50-60 every day for commuting my school. Now as I have a bicycle, I do no need to spend extra money just to go to school." Many of the girls said that this bicycle has increased their attendance in school and made it easier for them to be punctual. This initiative was made possible to undertake by WDF through funding from Kaunia Upazila Parishad. Upazila Parishad provided Tk 45,000 as part of its 3% annual allocation for WDF, which was used to purchase 50 bicycles for underprivileged girls from remote areas. The bicycles were distributed among the students on May 26, 2019. Upazila WDF President, Angura Begum and Upazila Nirbahi Officer, Ulfat Ara Begum were present at the programme among other Upazila representatives. Olyma Akter Lima, a second-year student at Haragachh Degree College said, "I use this bicycle multiple times every day. Sometimes my mother rides as pillion. I feel happy to be able to help her, and I am proud that I get to commute on my own bicycle in the village."

The Efficient and Accountable Local Governance (EALG) project of UNDP, funded by SDC and DANIDA re-activated WDF in 2018 through Upazila level workshops. Through this project, WDF members received training on SDG localization and leadership. A total of 551 WDFs were established during the Upazila Governance Project (UZGP) and Union Parishad Governance Project (UPGP), the earlier phase of EALG. Passionate about sustainable development goal-4 which seeks to ensure quality education for all, WDF decided to ease the communication constraint of young girls by providing them bicycles, so that they can focus on a bright future with full of learning. "This initiative will help the girls stay in school, as it eliminated communication expenditure and gave them more freedom to pursue education," said Angura Begum.

In case of human rights based approach the EALG project designed to include the socially excluded, vulnerable, pro-poor, ethnic, marginalized people and people with disabilities. To ensure the right based approach participation from different parts of the society is crucial. The functionaries of UP received training from EALG project and became aware of the participation of different types of people in case of Ward Shava and Open Budget Meeting. Through EALG supported Ward Shava, vaccination program at Shanti Para village under Rajshahi introduced and about 150 ethnic families and their children thereby benefited. Moreover, EALG project is facilitating the Public Hearing where public engagement from different social cluster is open and

mandatory. Not only have the elected functionaries of LGs, but also different government officials i.e., DDLG and UNO also joined in the public hearing. The project objective is capacitate the UZP and UPs in a way so that all sorts of community people can get improved services without any discrimination. The project also focused on providing services towards people with disabilities from the LGs. This is a mandatory provision for any intervention of the UNDP according to the strategic plan of the institutions. The EALG project built awareness among the LGI functionaries to provide services to the people with disabilities in a smooth way. Considering the cases the EALG project was found to consider the Gender and Human Right Based Approach successfully.

### 3.9 Cross Cutting Issue

The EALG project has considered the cross cutting issues as well that ultimately target to achieve the SDG goals. The project provided technical and financial support to the UPs and UZPs to publish annual report and five year plan. In the planning and implementing activities, UPs and UZPs considered the climate resilient plan and activities. The provision for keeping alignment with CBOs and CSOs has also been maintained as the project facilitate the UP functionaries in this regard. Mid-term review analysis found that around 54% of

the UPs in the project areas has incorporated climate resilient measures in 5 year plan while the target was 20%. Among the plans the UP adopted plans such as awareness meeting, tree plantation, building temporary shelter and constructing embankment. Moreover, around 63% UPs of the project interventions areas has involved the CBOs and CSOs in the climate change adaptation planning. In a nutshell, the project has considered the cross cutting issue like climate change adaptation with intense focus.

### 3.10 Risk Assumptions Analysis

The EALG project identified some potential risks to achieve the ultimate goals of the project. Simultaneously, the project had mitigation plan to make the intervention smooth. Some of the risks such as political unrest and natural calamities did not happen fortunately. On the contrary, COVID-19 pandemic challenge was totally

unexpected risk for everybody and EALG project is not an exception. For all the three components of the project, adding the COVID-19 issue, there are some specific risk and mitigation strategy which the project evaluated and the results area as follows:

#### a. Inclusive and Accountable Upazila Parishad

Relevant risk Analysis	Risk Specific to this Engagement	Comments on Mitigation Strategy
Programmatic – The most critical aspect of the interventions concerns the ability of the government and engage broadly with central stakeholders (the Cabinet, line ministries, finance, etc.)	Some of the potential conflict prone areas of the proposed project are the advisory role of the MPs towards UZPs and the role of UNOs vis a vis the specialists' cadre.	The project team has planned to conduct discussion with political parties however, due to COVID-19 pandemic it was not possible. Within the project time span, it is possible to conduct the dialogue. As a mitigation strategy, discussions will be held with political parties to sensitize them about the role of MPs in the UZPs. Measures will be employed to manage relations with national authorities to ensure confidence in activities and adequate reach out. Apart from that, UNDP has a plan to bring all ministries, including finance under the leadership of Cabinet division to overcome any possible risk in this regard.

Relevant risk Analysis	Risk Specific to this Engagement	Comments on Mitigation Strategy
Fiduciary – Low level fiduciary risk	In the proposed project, there will be very low amounts of money that would be disbursed for procurement and transaction. Thus, the fiduciary risk will be very low.	All procurements and transactions are done according to established UN procurement rules as well as Public Procurement Rules of the Government of Bangladesh. This reduces the possibility of corruption in the implementation process.
Institutional – ‘Vested interest’ and ‘system inertia’ in the intervention process.	The intervention may challenge vested interests and encounter ‘system inertia’ or even resistance in the process e.g. the clarification of role and responsibilities of UZP committees vis-a-vis the line officers could carry some risks as it may include discussions on de-concentrating decision making and resource envelopes from line ministries to the Upazila line departments and the UZPs and more efficient deployment of extension staff to work with UPs.	Rapport building with political parties through series of discussions. Accordingly, rapport building with the Cabinet division with an intention to encourage them to play a lead role in ensuring corporation of line ministries.
Institutional – UZP Elections during middle of the project	Local elections will take place during project implementation and may impact on project results. One risk is the possibility of disruptions due to the election process, which May impact adversely on project progress. Moreover, change of councilors because of the elections, may affect local capacity building by the projects.	With the active support from UNOs, DDLGs and local authorities, the project staff quickly built up rapport with the UZP functionaries. Despite of the election process barriers, the project completed the mid-term targets.
Operational – Risk of duplication of efforts and missed synergies.	There is a risk of duplication of efforts and missed synergies in relation to other donor-funded support (LGSP III of the World Bank and UDGP of JICA) in local governance.	Mid-term review found that the project successfully maintained coherence to avoid duplicity. The selection of interventions is done to avoid such duplication up front and to supplement ongoing support, but some of the interventions has to be closely coordinated with other projects such as the support to PFM in Upazilas, which need to link to the UGDP interventions in PFM.

**b. Sustainable and Democratic Union Parishad**

Relevant risk Analysis	Risk Specific to this Engagement	Comments on Mitigation Strategy
Programmatic – There is a low risk of overlapping and/or duplication of effort with other donor funded projects like LGSP II (upcoming LGSP III) funded by the World Bank, etc.	Some of the areas of the proposed programme like capacity development, grants, women development, etc. have potential for overlapping with projects like LGSP.	No duplication occurred in case of funding. The EALG project financed in sectors where LGSP III had no financing (i.e., preparation of five-year plan).
Fiduciary – Low level of fiduciary risk	Corruption is a widespread issue and problem in Bangladesh; this engagement has a considerable number of procurements and good amount of money transactions.	All procurements and transactions are done according to established UN procurement rules as well as Public Procurement Rules of the Government of Bangladesh. This reduces the possibility of corruption in the implementation process.
Institutional – Public financial management	The growing quantum of resources being managed by Union Parishads also brings in low public financial management risks.	No such risk hampered achieving the project goals.
Institutional – UP Elections	The UP elections have been held in 2016. There is a completely new set of leadership. Orienting the vast number of newly elected UP leaders could be a daunting task. There are also local political economic challenges like rival leadership, political opponents of the elected leaders may pose a threat in smooth running of the project.	With the active support from UNOs, DDLGs and local authorities, the project staff planned to build up rapport with the upcoming UP functionaries.

**c. Policy for Effective Local Governance**

Relevant risk Analysis	Risk Specific to this Engagement	Comments on Mitigation Strategy
Programmatic-Getting access to the central policy makers	PELG will require constant communication with the central bureaucratic as well as political leadership, but difficult access to those leaderships might be a potential threat to the implementation of the PELG.	Although due to COVID-19 pandemic, the collaboration with the political leaders were hardly possible, the project team maintained close collaboration with the Local Government Division. Since the project is being implemented through LGD, it is expected that bureaucracy and political leadership shows a positive intent in providing support to the project.
Institutional-Bringing Structural changes	PELG aims at bringing some structural changes at the Institutional level (in case of women's participation, Ward Shava). Thus, there might be some potential threat from the policy makers as well as stakeholders.	All out efforts will be given to build confidence with the LGD, Cabinet division, ministry of finance and other related ministries along with political leaders. UNDP has considerable experience of mitigating these types of risk. In order to justice the need for changes, different studies will be conducted. Then, series of discussion sessions will be held with the policy makers and stakeholders to convince them about the required changes.

d. COVID-19

Relevant Risk Analysis	Risk Specific to this Engagement	Comments on Mitigation Strategy
Engagement in various COVID 19 response	High workload of the UP representatives/ secretaries due to their engagement in various COVID 19 response	Repurposing of AWP and budget, defined new strategy.
Hindrance of regular activities due to Covid 19 outbreak	Continual support for project implementation is difficult during the emergency period like COVID19	Considering the issue, AWP 2020 has been reviewed and the budget of some of the public engagement activities were transferred and allocated for the emergency response activities of COVID-19.

## Chapter 4: **Conclusion, Recommendation and Way Forward**

### 4.1 **Conclusion**

The EALG project aims to strengthening the Local Government of People Republic of Bangladesh. Starting from 2018, the EALG project planned and executed different activities till date as a part of strengthening the Local Government Institutions. In a nutshell, the project intervention targeted horizontal, vertical and downward coordination of the UZP and UPs; strengthening women functionaries of UZP members to fulfil their roles and duties; strengthening the capacity of LGI functionaries; improve service provided by the LGIs considering pro-poor, vulnerable, gender responsive and leaving no one behind; include women, poor, marginalized, ethnic, socially excluded and vulnerable citizen in local decision making process; improve public engagement strategies; climate resilient planning; and policy level intervention. As mentioned earlier, LGIs of Bangladesh are hardly independent to operate and rely on the central government, the transparency, accountability and efficiency level are yet to achieve significant mark, the interventions helps to ameliorate these shortcoming. The project conducted training of trainers of with the UP and UZP functionaries regarding SDG localization. To ensure downward accountability the project facilitated Open Budget Meeting, Ward Shava, Public Hearing, Citizen Charter as well as made the SDG goals visible with colour. To ensure the participation of all sectors of people, the project raised awareness among the LGI functionaries. Photo documentation, article writing, producing audio and visuals were facilitated through hiring national consultant. Community radio, media, youth clubs, CBOs, CSOs were engaged for ensuring social cohesion. To fulfil the roles and responsibilities of the Women Development program and to increase the capacity of Vice Chairman (Woman) and Councillors, by monthly meeting, training, learning visits were arranged. To publish annual report and five-year plan, the project helped the UPs and UZPs via training, workshop, learning visits as well as financing the publishing cost. ToR and guideline for Standing Committees of UPs were published. The project was very flexible regarding unwanted COVID-19 pandemic and conducted several interventions at the local level. The project established hand washing basins in the UPs, provided PPE, gumboot, hand gloves, sanitizer to the functionaries who worked as frontlines during the COVID-19 crisis. The project also helped the UPs to recruit focal person dedicated for COVID-19 related emergency response. Moreover, awareness related activities such as miking and online campaigning were carried out throughout

the COVID-19 pandemic.

One of the important focus of the project is focusing on the policy level advocacy and changes. Already Terms of References (ToR) for UZP committees has been approved for inclusion into regulatory framework by the Local Government Division. The activities of the UZP committees are given in the ToR. Although the UZP act 1998 (revised in 2009 and 2011) described the activities of the 17 committees, the proper activity of the committees were absent. The ToR was designed to delineate the activities more reader friendly. This will help the UZP committees more effective. Effective advocacy of the project at policy level enabled to achieve the LGD approval regarding (i) Annual Reporting Guideline of UZP, (ii) Annual Reporting Guideline of UP, (iii) an Operational Guideline of WDF, (iv) revised Upazila Revenue Fund Utilization Guideline, and (vi) Issuing two official letter for updating UP and UZP's website.

To develop an integrated planning process advocacy is ongoing as the integrated planning system is hardly practiced at the LGIs. A study on potentials and challenges of integrated planning system has already been completed that would help to focus on the key issues to take under consideration. The project also focuses on reviewing existing tax collection system for UPs and impose a new model for taxation system. Identifying the potential sectors and overlapping regarding taxation, a study on local resource mobilization has been completed.

The objectives of the mid-term review included assessing performance of EALG against its outcome and output indicators; examine the theory of change based on OECD-DAC criteria; and provide recommendations form the lessons learned. Based on the quantitative and qualitative findings the mid-term evaluation found that, overall, the EALG project had impact on promoting institutional capacities of the UZPs and UPs. Interventions also helped to improve the accountability of the LGIs in different tiers such as upward accountability, downward accountability and horizontal accountability. Overall, the mid-term review found that despite of election time and COVID-19 pandemic, the project achieved maximum of the targets and already has taken initiatives to achieve the final targets.

## 4.2 Summary of the Findings of the Project

The mid-term evaluation identified that, in terms of interventions, comprehensive interventions were more likely effective than that of partial interventions. Moreover, the intervention at the UP level is more beneficial for citizens' participation at the LGIs activities. People are more likely satisfied with the services received from both UP and UZP in the project intervention areas. Despite of several odds due to COVID-19 pandemic, the project has some significant achievements in case of strengthening Union and Upazila Parishad.

### 4.2.1 Achievement of the Project

Overall, the mid-term evaluation of this project indicating a successful journey towards achieving the goals set by the project's theory of change. In a number of cases and indicators, the study has seen significant improvement throughout the project lifeline compared to the baseline. For example, the project intervention contributed to the increased number of participations in Ward Shava, Open Budget Meeting, Public Hearing from marginalized and local women (around 90% of the treatment UPs achieved it), providing technical and financial support to publish annual report and five-year plan in UPs (45 UPs) and UZPs (16 UZPs), improved participation of the female functionaries of the UZPs into decision making process and scheme implementation (95% of the treatment UZPs are managing schemes under women leadership), strengthened WDF (87.5% of the treatment UZP trained and activated women functionaries in WDF), provided COVID-19 related support (increasing awareness and providing mask, PPE, hand-wash etc. for the LGI functionaries), activating Facebook/twitter account (around 75% of the treatment UZPs have active facebook), improved expenditure against budget, improved coordination with the line ministries (87.5% treatment UZPs prepared budget in participatory manner with line ministries), creating enabling environment factors regarding upward, horizontal as well as downward accountability, localization of SDG (92% treatment UZPs), timely publishing of the budget (79.2% treatment UZPs), operational standing committee and climate resilient plan adaptation in five-year plan. Especially, the project

has addressed the participation of female from the citizen in different public engagement activities as well as improved the capacity and participation of female functionaries of UZPs and UPs in case of involving in decision making part. Moreover, LGD has approved (i) ToR for 17 UZP committees, (ii) Annual Reporting Guideline of UZP, (iii) Annual Reporting Guideline of UP, (iv) an Operational Guideline of WDF, (v) revised Upazila Revenue Fund Utilization Guideline, and (vi) Issued two official letter for updating UP and UZP's website. These results were possible to achieve due to effective advocacy conducted by the project.

All the interventions ultimately added valuation to the LGIs at the local level fulfilling the objectives of the project. The EALG project strengthened the LGIs by enabling them to achieve improved accountability, transparency and efficiency. Moreover, gaining financial autonomy by getting improved PBG is another component that the project helped the LGIs to achieve.

### 4.2.2 Non-Achievement of the Project

On the contrary, due to COVID-19, some of the targets related to policy level has not been achieved yet although some of them are underway. For example, a study on local resource mobilization has been completed targeting tax reform of UPs by the EALG project. On the contrary, tools for UZP service delivery oversight of at least three transferred department has not yet been piloted and disseminated, circular for UZP core staffs has not been issued and introduced, public financial management manual has not been prepared, discussion with GoB regarding the division of roles and responsibilities among LGI tiers is yet to be conducted. Dialogues with government policy-maker regarding legal reform for improved female participation, inter-ministerial coordination committees to address priority challenges for effective local governance for effective local service provisions have not yet been conducted as well. Not all the components are feasible to achieve therefore, the study recommended to revise the result framework. The study team also sorted out the low hanging fruits for the project given in the recommendation section.

## 4.3 Lesson Learned

One of the objectives of the present mid-term evaluation was to identify the lessons learned throughout the project span so far. Based on the quantitative findings, qualitative interviews, discussions and observation, the study has identified few lessons that are important for future directions of this or similar other projects.

**Satisfaction of the Citizens:** Citizens are satisfied with UP, UZP level service due to the improved capacity of the functionaries by EALG intervention. Especially in case of public engagement strategies and transparency to the citizen such as annual report publication, five-year plan, regularizing Open Budget Meeting, Ward Shava, Public Hearing, enhanced women participation



and arranging platforms for citizens in open forums worked as catalyst for the satisfaction. Moreover, UP and UZP functionaries are aware of providing better services to the citizen that also worked as catalyst for citizen satisfaction. Earlier these UPs, UZPs had a lack of operational capacity to practice at such a pace. The increased participation is turning into effective participation gradually due to this intervention. However, refreshment allowance plays a significant role here. To sustain this after the project time span, a budgetary provision for the allowance might work as feasible catalyst. If the project can facilitate policy level dialogue with the LGD in this regard and illustrate the fruitfulness, the practice will be sustainable further.

**Instant solutions in Public Hearing:** As mentioned earlier, public hearing is an important project intervention that casted attention at the field level due to its instant problem solution nature. The mid-term evaluation found two types of instant solution that was conducted from the Public Hearing. One is in the Rangpur where cobblers can now use the local hotels for eating and another one in Patuakhali where safety net allowance receivers do not need to travel far to receive safety net allowance. The lesson here is public hearing might be an effective tool to resolve any macro issue without consuming much time. It will proliferate the effectiveness of the services and trust of the LGIs among the citizen significantly.

**Necessity of Arranging Ward Shava:** With its facilitation, EALG emphasized the necessity of arranging Ward Shava in treatment areas by providing training, refreshment allowance per meeting which increases the frequency of Ward Shava arrangement compared to control areas. Ward Shava has been activated and people are aware of this. Interestingly, women, marginal people placed their opinion in the Ward Shava. Effective participation works in three steps modalities. In the first step, women and marginal people from every sphere of society only joined in the meetings. Soon in the second steps, they feel free and after the ice breaking, start to demand their own needs. In the third step people actually understand the value of the Ward Shava and Open Budget and can provide opinion as collective format.

**Increased PBG:** The EALG project helped the UPs to improve their performance to get higher performance based grant. It strengthened the UPs financially that ultimately impact on gaining autonomy of the institutions.

**Improved Accountability and Concrete Planning:** As the UZPs and UPs have published the five year plan, functionaries as well as the citizens are aware of the future activities within the Union Parishad. It not only increases the accountability and transparency of the UZPs and UPs but also help the functionaries to work with proper guideline.

**Publishing an Annual Report:** UP, UZP functionaries and staff did not have a clear idea about publishing an annual report which is focused and prioritized by EALG intervention. EALG made them understand that publishing the report is imperative to be accountable and transparent. Therefore, with the technical and financial support as well as continuous monitoring, it is possible to regularize the annual report. Before the project intervention, the functionaries were less likely aware of publishing the report. Now they have the knowledge and guideline to continue it in future. However, regarding financial provision they might face problem, and LGD monitoring in this regard can resolve it.

**COVID-19 related Supports:** During the pandemic, EALG provided COVID-19 related supports to the LGIs, which significantly contributed to the local service provision for UPs. For this, no additional budget was allocated and it was not even pre-planned. All that was required was adjustment of few expenditures of the project budget i.e., revising foreign training and training modality. Thus, a subtle budgetary adjustment and more importantly, a sincere urge for doing something can widen and also intensify project impact to a significant extent. This can be a good lesson for future projects.

**Governance:** Effective coordination among public representatives and government officials in combatting COVID-19 and other public service delivery helps to accelerate Local Government Institutions (LGI) performance and intensify efforts for COVID-19 response. As COVID-19 was a sudden shock, the functionaries had lack of knowledge and preparation regarding this. EALG project helped the functionaries to fight against COVID-19. The project also engendered awareness among the govt. officials and LGI functionaries to improve their coordination. The district facilitator played a significant role in this regard. Both the LGI functionaries and govt. officials welcomed the coordination however, they faced challenges regarding their busy schedule to maintain coordination. EALG will continue to liaise with both counterparts and create synergy among them.

**Remote Implementation and Monitoring:** COVID-19 has opened new windows on use of digital platforms. Stakeholders who were previously afraid of using technology are getting used to digitalized tools, Facebook Messenger, WhatsApp, Zoom, etc. which saves time, ensures better monitoring, remote implementation, and reduces exposure to the COVID-19 risks. The project facilitated UP and UZP functionaries to open and activate FB account. Moreover, the project conducted several online meeting and thus the LGI functionaries got used to it. Unambiguously, they are using the online platform for other reasons as well, however, the EALG project also has contribution in this

regard. UNDP is planning to facilitate IT support to the relevant local government institutions to continue the remote implementation and monitoring.

**Collaborating with the CBOs and CSOs:** CBO, CSO provide financial aid, sanitation to the poor people, and occasionally repaired mud roads. Collaborating with the CBOs and CSOs is beneficial for the community people and it also helps the LGIs. Civil society provide very good platform for volunteer activities. People of the locality positively consider their activities as well. In the climate vulnerable areas, CBO/CSO can collaborate with the LGIs for preparedness of any disaster. Moreover, they can also aware the community people regarding various issues. LGIs can collaborate with them for citizen engagement as well. The LGIs has very good scope to collaborate activities with the CBO/CSOs. It will burgeon the human resources during the time of need.

**WDF and Orange Campaign:** By WDF and orange campaign, women have more rooms to express their opinion and implement schemes under women's leadership compared to the control areas and partial intervention areas. These gender-based initiatives are functioning through the contribution of EALG and need to incorporate follow-up and monitoring.

**Women's Leadership:** Women Development Forum has achieved its place in the UZP to take part in the debate of development initiatives and to implement schemes under women's leadership. WDF was formed earlier however, inactive. The EALG project re-activated the WDF and provided awareness training. Freedom of opinion is conspicuous as they are more likely participating in the debates regarding UZP planning. The regression analysis suggested that if the Vice Chairman of the UZP has higher education, the likelihood of the women leading scheme increase. Thus, the level of education of the UZP Vice-Chairman plays a vital role in this regard. However, this is beyond the control by any exogenous factors as it is democratic right to take part in elections even though not having institutional education. Yet, to increase women leadership, monitoring by the DDLG can play significant role and improve the performance of LGIs.

**Training of the Standing Committee Members:** Earlier the standing committee members were not given training on the thirteen issues which are the basis of introducing these committees. The initiative of EALG to provide training to the standing committee members has enhanced the capacity of functions and activities of the standing committees' operationalization systematically. After selecting the members of the standing committee, it is important to provide them with training so that they become aware of their roles and responsibilities.

**Collection of Tax:** UP functionaries have apathy to collect holding tax due mainly to a fear of losing political

support. People also do not have proper awareness regarding the fact that paying the holding tax will go to the develop fund of the UP budget and expenditure ultimately strengthen their Union Parishad. One of the UP Chairmen of Sunamganj in the non-project area indulges holding tax evasion by the community people to gain popularity. While another Chairman within the project area in Chandpur achieved the trust of the people by demonstrating that tax collected from citizens is rightly disbursed which is visual in that locality with several improvements, accountability and transparency. The UP Chairman of Chandpur collected more holding taxes than that of previous years. It implies that improving accountability to citizens and transparency of budget expenditure engenders the tax compliance of general people. EALG associated workshops help to raise the confidence of involvement convinced the UP Chairman to collect tax from their territory by assuring that it has no relation to the vote bank as long as transparency and accountability are ensured to the citizen.

**Coordination in Different Levels:** Maintaining coordination in different levels has been improved, such as UP and UZP level line agency officials are showing more interest to work with the UP and UZP elected bodies as a result of the periodical meeting and training workshops arrangement of EALG. After the project span, as the functionaries received training, the practice is likely to be sustained. Continuous monitoring from the respected DDLG, EALG head office, UNDP and DF proved to be beneficial in this regard. Moreover, if the LGIs can improve system to reduce knowledge loss, the practice might last even longer.

**Obstruction towards Coordination:** In the case of coordination with the government departments, there is a hierarchy problem. Upazila Parishad elected representatives and government officials sometimes undermine each other's opinions on different issues. Moreover, collaboration with the line ministries faces challenges regarding the availability of all the departments at the same time. The secretary of the UPs also reported that the of line departments' higher officials sometimes undermine their suggestions as well. This might be a challenge for the effective coordination between the UZPs and the line departments regarding planning and budgeting. However, the scenario was not like this everywhere.

To minimize the policy gap, EALG has communicated with different stakeholders and tried to understand its reason. The political economy and infrastructural readiness are needed to minimize the policy gap in the current LGI context of Bangladesh. As there is no such mechanism right now, so the intention to resolve the delegation of authority may not work properly. At present, relevant line departments follow the direction from the respective ministries and many

of those are technical activities. The line department officers get the budget directly from their respective ministries and implement and monitor the activities mostly by their own way.

On the other hand, the proposed committee is led by the UZP Vice-Chairmen and the respective officers are the member of that committee. As all the line department officials are independent in nature, these delegations of authority might hinder the required scheme's implementation. With this prediction of losing authority, the line department has less interest in executing authority delegation. This could be minimized by working in a coordinated manner.

Given the context and understanding,

- EALG has provided them with an approved Terms of Reference (ToR) by the LGD, mentioning their job responsibilities and working process.
- EALG is going to provide training to respective line department officials and UZP VCs on the approved UZP Committee ToR in 2021. The training will encourage them to organize SC meetings regularly by following the approved processes.
- Through EALG's direct intervention the Upazila Revenue Fund Utilization Guideline has been revised in 2020,

where UZPs are allowed to allocate budget up to BDT 8,000 per month for organizing the SC meetings chaired by UZP VCs.

- EALG is also conducting policy advocacy to develop a committee named Upazila Development and Coordination Committee (UDCC) to minimize the coordination gap and strengthening the synergy among the transferred departments.
- Meanwhile, to strengthen the coordination among the LGIs, EALG has introduced a Six-monthly Coordination meeting and Annual Coordination Meeting at the District level with the respective line department officials and UZP functionaries, which are contributory towards strengthening coordination among UZPs and LGIs as well.

**Systematic Gap in Project Implementation:** It takes almost first quarter of the year to prepare and approve Annual Work Plan of EALG that leaves 9 months to implement the project activities. It reduces the time for implementing all the project intervention smoothly. The annual work can be prepared prior to start the new project year or at the early stage of the new year.

## 4.4 Recommendation

With a view to address the existing weaknesses of the functioning of the LGIs, the current study offers some recommendations for future actions which can be classified into two broad categories: A) recommendation regarding OECD DAC criteria and B) policy level recommendations.

### A. Recommendation regarding OECD DAC Criteria

Findings of the current evaluation study prompted to suggest some way forward with regard to the OECD DAC criteria.

#### I. Relevance

**Considering UP as the Core Intervention Area rather than UZP:** The project made its interventions in three sub groups<sup>48</sup>: i) sub group 1 targeted UPs and UZPs for intervention, sub group 2 targeted UZPs and sub group 3 targeted Ups for intervention. Out of these, sub groups one and three that focused on the UPs for project interventions, produced better results in almost all aspects of the project compared to that of the sub group 2. Project interventions at the UP level were found to ensure greater participation of citizens in LGI activities than the interventions at the UZPs. Community people were found to be less connected to UZPs and they hardly seek services from there. It is

the UP which is considered as the most popular place for the local people to receive their required services. Despite having interventions at the Upazila Parishad, community people of the sub group 2 reported less satisfaction about and access to services provided by both Upazila and Union Parishad.

The project, thus, may consider making interventions at the Union Parishads in the remaining period of the project or in the next phase, if extended. Alternately, the project may undertake initiatives for intensifying coordination between the UZPs and UPs in order for benefiting the community from the project interventions undertaken at the Upazila level.

#### II. Effectiveness

**Capacity Building through Extending the Duration of Training:** In order to capacitate the LGI functionaries, although the EALG offers various kinds of training, the study found that the duration of the most of the training sessions is shorter than required for ensuring effective learning. It is recommended that the duration of the training sessions should be reviewed further in order to make it suitable for effective learning.

48 Sub group 1: Intervention in Upazila and Union Parishad  
 Sub group 2: Intervention in Upazila Parishad not in Union Parishad  
 Sub group 3: Intervention in Union Parishad not in Upazila Parishad  
 Sub group 4: Control

**Internal Resource Mobilization through Collection of Tax:** Holding tax collection as a means of resource mobilization is very important for the LGIs to perform its assigned functions with autonomy and attain self-sufficiency. The mid-term evaluation found apathy among the tax payers as well as the tax collectors to collect holding taxes. EALG can increase awareness through training and workshops among the UP and UZP functionaries to emphasize tax collection. Importance of increased tax collection for the sake of improving the quality of local level services should adequately be explained to the LGI functionaries in training/orientations arranged by the EALG. Similarly, initiatives should also be undertaken to make the citizen aware in this regard.

**COVID-19 Support can be continued if the pandemic exists:** The project has significant achievements regarding COVID-19 support. Awareness activities related to COVID-19 can be continued as people of treatment areas were found to be more aware of pandemic than that of control areas. Moreover, the program can focus on vaccination, more awareness activities on using mask, soap and social distancing so that people can be well informed about COVID-19 and the health guidelines required to follow to contain it.

**Coordination between Government Officials and Public Representatives:** At the Upazila level, in some cases misunderstandings and mistrusts between public representatives and government officials are found to be prevalent, which seriously affects coordination between these two key service providers. In order to improve service delivery at the Upazila level it is essential to improve coordination between the UZP functionaries and the line department officials at the Upazila level. Regular arrangement of six monthly review meeting, periodic coordination meeting has supported to minimize the gap, Ward Shava, Open Budget should be continued to keep the momentum.

**Emphasis on Increasing Citizens' Awareness about UP Activities:** EALG project focuses on improved participation of the citizen in UP and UZP activities through Ward Shava, Open Budget Meeting and Public Hearing. But the project does not have any component dealing exclusively with increasing citizens' awareness about local government activities. This can be achieved by introducing some interventions for increasing citizen awareness

**Live Streaming the Public Engagement Programmes:** Facebook/twitter pages for the UPs and UZPs operated by the project can be utilized further to live streaming of the ongoing Ward Shava, Open Budget Meeting and Public Hearing meeting from each of the areas. This will have multiple effects on local level governance: i) might help increase awareness

of the local people about the activities of the LGIs; ii) increased number of people may feel encouraged to attend the Ward Shavas/Open Budget meetings; and iii) will facilitate making local governance more transparent and accountable.

### **III. Sustainability**

**Continuing support for publishing the Annual Report and Five Year Plan:** The EALG project provided financial and technical support to the Union and Upazila Parishads to publish their annual reports and five-year plan books. This intervention has produced encouraging results in terms of ensuring transparency and accountability of Union and Upazila Parishads as well as in disseminating key information about the LGIs to the wider audience. UNDP pursued LGD to amend the 'Revenue Fund Utilization Guideline' of UZP. As a result, LGD updated the guideline and allocated BDT 100,000 for preparing and publishing annual report and other publications of UZP which ensure the sustainability of publishing annual reports. On this backdrop the current evaluation strongly recommends to continue this practice in future.

### **IV. Efficiency**

**Revision of the Result Framework:** Due to COVID-19 pandemic, some of the policy level tasks did not go according to the plan. As per the current design, the project has around one and a half years left to cease to exist. Considering the time required for executing the policy level interventions, some of the project targets/objectives can be revised from the result framework and key priorities can be set up. For example, the project has a target for integrated planning by the LGIs, but given the current structure and government process, integrated planning will be difficult since it will need a major reform of the local government system and this will be a time consuming process. Given this, the project can support the LGIs for a coordinated planning process for efficient use of resources and maximizing benefits for the citizen.

**Monitoring of the EALG Project needs to be strengthened:** Continuous financial and physical activities monitoring of UP and UZP from the EALG project has been found to be beneficial to achieving the project objectives. Simultaneous monitoring from the EALG Dhaka office, District Facilitators, Office of the Deputy Director of Local Government can be a powerful mechanism for ensuring effective monitoring of project activities. Monitoring by the LGD would sustain even after the project end. Introducing MIS/M&E system might help in this regard. EALG facilitated online monitoring support to LGD and expecting its' launching by 2021. The online monitoring system will sustain the monitoring mechanism beyond the project intervention.

## **B. Policy level Recommendations (Applicable only for government implementing agencies)**

In order for making the LGIs efficient, the findings of the current evaluation also prompted some recommendations that are related to broader policy issues and are beyond the control of the EALG project. They are as follows:

### **1. Prioritization of participants for NILG Training:**

Every after the local level elections, NILG provides training to the functionaries of the newly elected bodies. In some cases, some of the functionaries get reelected to their positions who had already received training in their previous term. While imparting training NILG should consider the fact that the reelected functionaries already have the knowledge required to run the LGIs while the functionaries who got elected for the first time, in most cases, hardly have any idea about the functioning of the local bodies. Hence, while selecting the local government functionaries for training, NILG should give priority to the functionaries who are elected for the first time.

### **2. Cabinet Division may take initiative to ensure monitoring of the transferred departments :**

With a view to improve local level service delivery although functions of 17 government departments have been transferred to the Upazila level but UZP does not have any legal authority to monitor the functions of those departments. Local Government Division (LGD) does not have any authority to do this either. The departments are being made accountable to and monitored by the respective ministries/divisions. As a result, local level monitoring of the functions of the transferred departments is almost nonexistent. Cabinet Division, through issuance of a circular empowering the UZPs to monitor the functions of the transferred departments at the Upazila level can improve the situation. The circular may include how actively transferred departments can participate in the Upazila or Union Parishad level monitoring.

### **3. Replicating the Refreshment Allowance Provision for attending ward shava and other UP activities in non-project UPs:**

Being encouraged by the project experience of increased participation in Ward Shavas, Open Budget meeting and Public Hearing as a result of the provision of refreshment allowance the LGD can consider replicating the same elsewhere. Accordingly, LGD should allocate budgets for that purpose.

### **4. Integrated Digital Monitoring System to Make the Citizen Platforms Effective:**

To make the ward shava, open budget meeting, public hearing and other participatory activities run effectively, an electronic integrated monitoring system can be developed. The website of the Local Government Division (LGD) can be used for this purpose. . If the LGD can make it mandatory

for the LGIs to post the photos, videos, meeting minutes in its server system at real time to which they already have access, an efficient monitoring system can be developed with minimum level of resources.

### **5. Monitoring of the Women Led Schemes by DDLG:**

The study found that the number of project led by women is in increasing trend, however, still there are many scopes left unutilized to increase this number further. The DDLG can strictly monitor if the UPs and UZPs have been implementing schemes under women leadership as per the Act. Violation of this can be penalized by linking it to the provision of grant.

### **6. GoB Financing of the Project to Make the Project Sustainable:**

In order to make the results achieved by the project sustainable and thereby to improve the overall capacity of UPs and UZPs, after the termination of the project, the LGD may come forward to finance or co-finance the next phase of the project with the potential donors. Interviews with the high officials at the LGD informed that the government might be interested if any development partner comes up with a proposal for co-financing the EALG.

### **7. Introducing MIS for Smooth Monitoring:**

The study found that there is no single unified source from which information about the UZPs can be obtained. Information about the UZPs is rather found scattered. LGD can develop a Management Information System (MIS) in order for serving as a repository of all kinds of information related to both UZPs and UPs. Such an initiative will facilitate an effective monitoring of the functioning of the LGIs. Moreover, having an MIS will ensure greater accountability and transparency of the LGIs as detailed information about their functions will be made available online. . In addition to this, introducing an MIS will also facilitate improving access to information by the citizen.

### **8. Mobilization of internal resources through increased tax collection:**

Despite the fact that mobilization of internal resources is critically important to strengthen UZPs and UPs but both the LGI functionaries and the locals are found to be reluctant to collect and pay tax respectively. In order to increase the collection of taxes following measures can be taken: i) paying holding and other taxes can be declared as a prerequisite to avail LGI services such as issuance of birth certificate, citizen certificate, character certificate and other services; ii) Increasing the allocation of performance grant to those LGIs that collect more taxes than others; iii) creating awareness among the LGI functionaries about the utility/significance of tax collection through various training and orientation programs. The LGI functionaries need to be made aware of the fact that collection of local tax will ultimately help them provide better services to their electorates,

which will ultimately benefit their political career; iv) motivating the local people to pay tax through ensuring transparency in spending the tax money for improved service for the locals. Through different meetings/workshops local people have to be made convinced that the tax they will pay would ultimately benefit them as the tax money will be used for improving the services they receive.

**9. Recruiting additional staff at the LGIs:** The mid-term review finds that the UP secretaries are overburdened with the duties and responsibilities assigned to them and it is humanly impossible to accomplish the workload for a single person. Currently, UP Secretary is the only staff who is responsible for maintaining all the information related to the functioning of UP, which makes administration slow, causes inefficiency in documentation and institutional memory loss in case of the absence of the Secretary. Recruiting an additional staff at UP is critically important to address these problems. Although the UP Act 2009 has made a provision for having an assistant accountant cum computer operator at the UP, it still remains unimplemented. The current study recommends that this issue needs to be given serious consideration by the policy makers and be resolved at the earliest convenience. Similar recruitment can also be done in case of Upazila Parishad where the Chief Assistant is the lone staff who has to manage all the

documents related to its functioning which makes him overburdened and inefficient.

#### **10. Introducing Knowledge Management at LGIs:**

To prevent the LGIs from suffering from institutional memory loss a provision of introducing a knowledge management system is crucial. The study found that the transfer of the UP Secretaries from one UP to another causes a huge institutional memory loss to the UPs. The central MIS developed by the LGD, as recommended earlier, can help address this problem. Prior to the introduction of the MIS, the LGIs can proactively take initiatives to store all their information in soft version in their PCs. UPs may take assistance from the UDCs in this regard, if necessary.

#### **Prioritization of the Recommendations**

Among the recommendations made above, some can be implemented soon without involving much cost or time for changing the existing rules and laws. They can be implemented with the resources already available to the LGIs. These 'low hanging fruits' include the following:

- i) Introducing knowledge management at LGIs
- ii) Monitoring of women led schemes by DDLG
- iii) Preparing the annual work plan of the project beforehand
- iv) Revision of the result framework
- v) COVID-19 support

## **4.5 Way Forward**

### **Short Term (Key Focus for the Remaining Period)**

The current evaluation demonstrates that the EALG project has achieved most of the targets of the mid-term. However, due to the ongoing pandemic situation, some issues are yet to produce the desired results. Given this, for the sake of attaining optimum results from the project interventions, at this juncture of the project operation, it is essential to identify certain key areas to be given special emphasis in the remaining period of the project. At the outset, in general, the project team may consider revising the result framework and identifying the issues that are hardly attainable within the project period. Thus, in the remaining life time, the project may proceed with the implementable goals. The project may then identify certain priority issues to work on which can be divided into two categories: i) strengthening institutional (UP and UZP) capacity and ii) policy level activities.

The key activities related to strengthening institutional capacity may include the interventions related to: improving coordination between the line departments, increasing the collection of holding tax (as well as other taxes) at the Upazila and Union level, improving financial management at both UZP and UP, increasing awareness of the UPs and UZPs functionaries so that the number of schemes led by female functionaries are increased.

The policy level activities may give emphasis on the interventions related to coordination of plans among the LGIs and transferred departments, revision of existing tax collection system, holding dialogue with political parties to include at least 30% women in political party governance structure and improving inter-ministerial coordination.

### **Long Term (Key Focus if the Project Extends in the Next Phase of Design)**

The EALG project is important to strengthen the capacity of UPs and UZPs and the project should consider few points in case of designing while extending the project phase:

- LGIs planning and budgeting
- LGIs resource mobilization
- Efficient use of resources
- Engagement of Civil Society and Youth in LGIs activities
- Citizens awareness on tax payment
- Business oriented initiatives of LGIs for financial sustainability
- Promoting WDF for women empowerment and prevention of VAW

The finding of the current evaluation shows that comprehensive intervention (intervention in both UZP and UP) produced better results. All the UPs under UZPs can be brought under the project intervention and vice versa. The project should also focus on:

- The targets of the project in the result framework should be more specific.
- The numerators and denominators of the indicators are important to be figured out.
- The starting period of the next phase should be in a way so that the activities are not hampered due to election.
- The local government functionaries involved with the current phase of the project should be considered as resource persons in the next phase.
- Anti-corruption awareness activities and promotion of National Integrity System (NIS)

# Annexure

## Annex I: Findings of the Result Framework

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
Component 1: Outcome Indicators	1. Percentage of Citizens disaggregated by men/women, poor/non-poor, satisfied with the Service of UZP	-	-	-	-	-	-	-	-	-	-	-
	Male	83.4	81.3	72.4	75.7	75.7	65.9	64	N/A	-	Statistically significant	6.3 (Positive impact of project intervention)
	Female	58.3	56.3	66.7	73.3	73.3	53.3	90	N/A	-	Not significant, accept the null hypothesis that sample proportions are equal	N/A



Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
	Poor	41.7	43.8	75.2	76.3	76.3	61.4	63.8	N/A	-	Not significant, accept the null hypothesis that sample proportions are equal	19.9(Positive impact of project intervention)
	Non-poor	29.2	43.8	73.1	72.1	72.1	73.8	68.7	N/A	-	Statistically significant, reject the null hypothesis that sample proportions are equal	18.4 (Positive impact of project intervention)
	2. Number of UZP that received and monitored local plans and budgets by at least three transferred department	14.3	0	91.7	93.8	93.8	87.5	62.5	-	-	Statistically significant	14.9 (Positive impact of project intervention)

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
	3. Percentage of UZP who adopt public engagement strategies in their planning and service monitoring	16.7	0	83.3	93.8	93.8	62.5	43.8	-	-	Statistically significant	18.3 Positive impact of project intervention
	4. Percentage of women councillors in selected UZP who report they can participate effectively in debates and are able to influence council decision making	45.8	31.3	66.7	68.8	68.8	62.5	45.8	-	-	Statistically significant	45.9 (Positive impact of project intervention)
	5. Percentage of UZP who have improved expenditure against the budget	14.3	0	29.2	31.3	31.3	25	6.3	-	-	Not statistically significant	8.6 (Positive impact of project intervention)

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
Component 1: Output Indicators 1	1. Terms of References (ToRs) for UZP committees approved and introduced into UZP regulatory framework (Number of UZP Committee	-	-	ToR for 17 UZP Committees has been drafted and revised through consultation. LGD has approved it	-	-	-	-	-	17	-	-
	2. Tools for UZP service delivery oversight of at least 3 transferred departments piloted and disseminated (Number of tools)	-	-	0	-	-	-	-	-	4	-	-
	3. Circular for UZP core staff issued and core staff introduced in all selected UZPs. (Number of staff)	-	-	0	-	-	-	-	-	3	-	-

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
	4. Circular with provision for allowances for participation in UZP committee work issued and practised in all selected UZPs (Percentage of Upazila in project areas)	-	-	58.3	56.3	56.3	62.5	62.5	20	40	Not statistically significant	N/A as no baseline data
	5. Percentage of Upazila undertook initiatives on SDGs localization	28.6	75	91.7	93.8	93.8	87.5	81.2	30	50	Not statistically significant	56.9 (Positive impact of project intervention)
	6. Percentage of Upazila for which UZP and local functionaries of at least three transferred departments coordinate their activities at the District Development and Coordination Committee (at least twice a year)	-	-	79.2	75	75	87.5	75	30	50	Not statistically significant	-

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
	7. Percentage of UZP functionalities developed planning and budgeting and managed schemes in participatory manner	-	-	87.5	93.8	93.8	75	62.5	30	50	Not statistically significant	-
	8. Percentage of UZPs published plan book/ annual report	-	-	66.7	62.5	62.5	75	43.8	40	60	Not statistically significant	-
Component 1: Output Indicators 2	9. Percentage of UZP that publish their budget timely	14.3	25	79.2	87.5	87.5	62.5	50	30	50	Not statistically significant	39.9 (Positive impact of project intervention)
Component 1: Output Indicators 3	10. UZP Act amended with mandatory UZP committee provision for inclusion of citizens, CSO and local media and practised in all selected UZPs (Number of UZPs and amendment)	58.3	45.5	-	-	-	-	-	-	-	-	-

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
	11. Open budget and participatory Planning mechanisms in UP Act piloted, adapted and replicated in UZP Act. (percentage in project area)	-	-	65.2	73.3	73.3	50	31.3	100	100	Statistically significant	-
	12. All pilot UZPs have active Facebook and Twitter accounts (Percentage in project area)	66.7	100	75	68.8	68.8	87.5	50	75	100	Statistically significant	83.3 (Positive impact of project intervention)
	13. Percentage of citizens in the selected UZPs are aware of UZP activities and key priorities in the annual budget	-	-	24.2	24.2	24.2	24	26.3	25	35	Not statistically significant	-

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
Component 1: Output Indicators 4	14. Percentage of Vice-chair (women) and councilor trained and active in the Women Development Forums and percentage of men councilors sensitized	28.6	0	87.5	87.5	87.5	87.5	43.8	60	95	Statistically significant	15.1 (Positive impact of project intervention)
	15. Percentage of UZP schemes implemented under the leadership of women vice-chairs/women councillors	-	-	-	-	-	-	-	-	-	-	-
	Number of UZPs that maintained schemes with women lead	71.4	50	95.8	93.8	93.8	100	68.8	25	40	Statistically significant	32.6 (Positive impact of project intervention)
	Number of schemes that are conducted under women lead	-	-	9.88	11.03	11.03	9.41	11.29	25	40	Not statistically significant	-

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
Component 2: Outcome Indicators	1. 25% of the poor, vulnerable and socially excluded citizens in 50% of the targeted UPs under the targeted 8 districts have access to decision making process	11.3	-	75	87.5	87.5	56.3	67.65	50	25	Not statistically significant	-
	2. 50% of service receipts satisfied with services provided by selected UPs under the targeted 8 districts (citizenship certificate, birth registration, safety-net allowances etc.)	39.8	36.4	80.3	80	80	81	78.8	30	50	Not statistically significant	-1.9(No impact of project intervention)
Component 2: Output Indicator 1	1. Percentage of of targeted UPs have operational Standing Committees (on the basis of ToR)	70	75	87.2	87	87	87.5	87.9	25	60	Not statistically significant	4.7 (Positive impact of project intervention)



Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
	2. Percentage of targeted UPs with increased participation of women and marginalized citizen in Ward Shava and Open Budget Sessions	-	-	-	-	-	-	-	-	-	-	-
	Women											
	Open Budget	-	-	85	93.8	75	87.5	50	30	65	Statistically significant	-
	Ward Shava	-	-	90	100	75	100	52.9	30	65	Statistically significant	-
	Marginalized people											
	Open Budget	-	-	85	93.8	75	87.5	50	30	65	Statistically significant	-
	Ward Shava	-	-	90	100	75	100	52.9	30	65	Statistically significant	-
Component 2: Output Indicator 2	3. Percentage of climate vulnerable UPs with climate resilient measures integrated into their five-year development plan	14.3	50	53.8	66.7	50	62.5	30.3	20	50	Statistically significant	59.2 (Positive impact of project intervention)

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
Component 2: Output Indicator 3	4. Percentage of women and marginalized citizens taking part in Ward Shava / Election	-	-	-	-	-	-	-	-	-	-	-
	Women	-	-	32.32	31.74	31.17	35.70	31.38	10	25	Not statistically significant	-
	Marginal people	-	-	27.72	31.60	22.94	29.49	29.49	10	25	Not statistically significant	-
	5. Percentage of budget allocation for participation of marginalized citizens and women in development initiatives	-	-	33.43	42.45	26.16	29.90	31.19	5	20	Not statistically significant	-

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference	
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line			
Component 2: Output Indicator 4	6. Number of measures (memos/ circulars/ guidelines) issued by LGD on the issues including fiscal flow to UP, UP taxation and assignment of health and education services to UP	-	-	2 studies relevant to the indicator, UP taxation and fiscal decentralization, have been completed. Policy papers along with the studies have also been drafted to make advocacy with LGD.	-	-	-	-	-	1	4	-	-
Component 3: Outcome Indicators	1. A clarification of functional assignments between LGI tiers is established	-	-	0	-	-	-	-	-	-	-	-	-
	2. Circular for an integrated planning system for the UP/UZP/ZP are issued	-	-	0	-	-	-	-	-	-	-	-	-

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
	3. Circular are issued in order to overcome challenges of female's participation in the activities of local governance.	-	-	0	-	-	-	-	-	-	-	-
Component 3: Output Indicator 1	1. Detailed options for division of responsibilities among LGI tiers are available and discussed by GoB	-	-	0	-	-	-	-	-	-	-	-
	2. Ways and mechanisms of integration and supplementation of UZP plans and plans of transferred departments are identified for more effective service provision.	-	-	0	-	-	-	-	-	-	-	-

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
	3. An integrated planning system of UP, UZP and ZP is developed. (District)	-	-	The integrated planning process at UZP and UP level is going on and a study on potentials and challenges of integrated planning system has already been completed.	-	-	-	-	2	5	-	-
	4. Review of the existing tax collection system of the UP is completed and a new model tax system is developed.	-	-	A study on local resource mobilization has been completed.	-	-	-	-	-	-	-	-

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
Component 3: Output Indicator 2	5. Dialogues with political parties and policy makers are held to implement the commitment of at least 30% women in political party governance structures	-	-	0	-	-	-	-	-	3	-	-
	6. Dialogues with the government policy makers are held in order to convince them to initiate legal reforms for improved female participation in the activities of local governance. (# dialogue)	-	-	0	-	-	-	-	3	5	-	-

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
	7. Percentage of public engagement strategies adopted by LGIs in project areas that ensure the participation of women, ethnic and religious minorities and media in LGIs (percentage of Upazila and UPs)	-	-	-	-	-	-	-	-	-	-	-
	UZP	-	-	54.2	-	-	-	31.3	40	80	Not statistically significant	-
	UP	-	-	100	-	-	-	100	40	80	Not statistically significant	-
	8. Percentage of people from different ethnic group attended in Open budget/ Ward Shava	-	-	11.51	6.08	16.49	10.59	6.55	15	30	Not significant	-

Component	Indicators	Baseline		Mid-term					Target		Statistically difference between treatment and control in mid-term	Difference in Difference
		Treatment	Control	Aggregated Treatment (Sub group 1, 2 & 3)	Sub group 1 (intervened both in UZP and UP)	Sub group 2: (intervened in UZP not in UP)	Sub group 3: (intervened in UP not in ZP)	Control (Sub group 4)	Mid term	End line		
Component 3: Output Indicator 3	9. Clarification of the roles and responsibilities of UP and UZP committees including the coordination with line ministry officers	-	-	0	-	-	-	-	1	-	-	-
	10. Dialogues with the government policy makers are regularly held in the framework of the inter-ministerial coordination committee in order to address priority challenges for effective local service provision	-	-	0	-	-	-	-	3	5	-	-



## Annex II: Result Tables

### 1. UP Arranged Ward Shava within Last One Year (Percentage)

	Treatment % (40)	Control % (34)
No	0	3
Yes	100	97

### 2. HH Responded that Ward Shava Held in Last Two Years

	Treatment (2586)	Control (1264)
Do not know	53.60	47.15
No	21.77	43.20
Yes	24.63	9.65

### 3. Z-test Proportion Scores Regarding the Responses of HH in Case of Holding Ward Shava In Last Two Years

	Treatment	Control	Interpretation
Sample proportion	0.24	0.09	Statistically significant, reject the null hypothesis that sample proportions are equal.
Sample size	2586	1264	
Significance level	0.05		
1-or 2 tailed test	2-tailed		
z-value	11.1		
p-value	0.000		

### 4. HH Attended in Ward Shava within Last One Year

	Treatment % (637)	Control % (122)
No	47.41	44.26
Yes	52.59	55.74

### 5. HH Respondents who Reported that Marginal People Attended in Ward Shava

	Treatment % (637)	Control % (122)
No	25.90	26.23
Yes	74.10	73.77
Total	637	122

### 6. Percentage of Household who Reported that Women Attended in Ward Shava

	Treatment % (637)	Control % (122)
No	34.85	34.43
Yes	65.15	65.57
Total	637	122

### 7. Logit Regression Analysis regarding HHs/Family Members Attending in Ward Shava

Variables	Odds ratio	Standard error
Age	0.9939	0.0056
Education	1.116**	0.0579328
Log Income	0.9933	0.1411
Gender	1.031	0.3121

8. Z-test Proportions Scores Regarding the Responses of HH Regarding the Placement of Opinion by Marginal People in Ward Shava

	Treatment	Control	Interpretation
Sample proportion	0.78	0.84	Not significant, accept the null hypothesis that sample proportions are equal.
Sample size	472	90	
Significance level	0.05		
1-or 2 tailed test	2-tailed		
z-value	1.3		
p-value	0.2006		

9. Z-test proportion scores regarding the responses of HH regarding the placement of opinion by women in ward shava

	Treatment	Control	Interpretation
Sample proportion	0.80	0.86	Not significant, accept the null hypothesis that sample proportions are equal.
Sample size	415	80	
Significance level	0.05		
1-or 2 tailed test	2-tailed		
z-value	1.3		
p-value	0.2106		

10. Average Percentage of Female Participation in Ward Shava

	Average percentage	N
Treatment	32.3225	39
Control	31.3793	32
Total	31.8974	71

11. Average Percentage of Marginalized People Participation in Ward Shava

	Average percentage	N
Treatment	27.7222	40
Control	29.4927	32
Total	28.5091	72

12. Average number of proposal from ward shava

	Mean	N
Treatment	77.48	40
Control	59.35	34

	Mean	N
Total	69.15	74

13. Average number of proposal accepted from ward shava

	Mean	N
Treatment	44.23	40
Control	29.35	34
Total	37.39	74

14. Average percentage of proposal accepted from ward shava

	Average percentage	N
Treatment	50.70	40
Control	44.26	34
Total	47.74	74

15. Union Parishad formed standing committee

	Yes	No
Treatment %	100	0
Control %	100	0

16. SC committee list available in UP

	Treatment % (39)	Control % (33)
No	12.82	12.12
Yes	87.18	87.88

17. Z-test proportion scores regarding the responses of HH know about the function of SC

	Treatment	Control	Interpretation
Sample proportion	0.37	0.30	Not significant, accept the null hypothesis that sample proportions are equal.
Sample size	708	206	
Significance level	0.05		
1-or 2 tailed test	2-tailed		
z-value	1.8		
p-value	0.0645		

18. Percentage of female participant in open budget meeting

Assigned Group	Mean	N
Treatment	29.75	37
Control	28.78	28
Total	29.33	65

19. Percentage of vulnerable people in open budget people

Assigned Group	Mean	N
Treatment	29.50	37
Control	20.03	28
Total	25.42	65

20. Z-test proportion scores regarding the knowledge of HH know about the open budget meeting

	Treatment	Control	Interpretation
Sample proportion	0.18	0.09	Statistically significant, reject the null hypothesis that sample proportions are equal.
Sample size	2586	1264	
Significance level	0.05		
1-or 2 tailed test	2-tailed		
z-value	7.3		
p-value	0.0001		

21. Z-test proportion scores regarding Union Parishad arranged public hearing

	Treatment	Control	Interpretation
Sample proportion	0.53	0.18	Statistically significant, reject the null hypothesis that sample proportions are equal.
Sample size	40	34	
Significance level	0.05		
1-or 2 tailed test	2-tailed		
z-value	3.1		
p-value	0.0019		

22. Percentage of HH received services from UDC (percent)

Response	Treatment % (2586)	Control % (1264)
No	59.6	59.7
Yes	40.4	40.3

23. Satisfaction of services regarding UZP (treatment-control)

Satisfaction	Assigned Group		Total
	Treatment	Control	
Very Dissatisfied	11	15	26
	4.0%	3.2%	3.5%
Dissatisfied	43	64	107
	15.5%	13.8%	14.4%
Neutral	43	52	95
	15.5%	11.2%	12.8%
Satisfied	164	298	462
	59.2%	64.1%	62.3%
Very Satisfied	16	36	52
	5.8%	7.7%	7.0%
Total	277	465	742
	100.0%	100.0%	100.0%

24. Satisfaction of Services Regarding UZP (Gender)

Satisfaction	Female %	Male %
Very Dissatisfied	1.8%	3.6%
Dissatisfied	16.4%	14.3%
Neutral	10.9%	13.0%
Satisfied	61.8%	62.3%
Very Satisfied	9.1%	6.8%

25. Satisfaction of Services Regarding UZP (sub-group)

Satisfaction	Sub group				Total
	sub group 1	sub group 2	sub group 3	sub group 4	
Very Dissatisfied	2	7	6	11	26
	1.3%	4.5%	4.0%	4.0%	3.5%
Dissatisfied	24	25	15	43	107
	15.1%	16.0%	10.0%	15.5%	14.4%
Neutral	21	23	8	43	95
	13.2%	14.7%	5.3%	15.5%	12.8%
Satisfied	98	87	113	164	462
	61.6%	55.8%	75.3%	59.2%	62.3%
Very Satisfied	14	14	8	16	52
	8.8%	9.0%	5.3%	5.8%	7.0%
Total	159	156	150	277	742
	100.0%	100.0%	100.0%	100.0%	100.0%

26. z- test for Two Proportions Regarding Satisfaction of UZP Services

	Treatment	Control	Interpretation
Sample proportion	0.72	0.65	Statistically significant, reject null hypothesis that sample proportions are equal
Sample size	687	55	
Significance level	0.05		
1-or 2 tailed test	2-tailed		
z-value	2		
p-value	0.0454		

27. z- test for Two Proportions Regarding Satisfaction of UZP Services Based on Gender

	Male	Female	Interpretation
Sample proportion	0.18	0.71	Not significant, accept null hypothesis that sample proportions are equal
Sample size	687	55	
Significance level	0.05		
1-or 2 tailed test	2-tailed		
z-value	0.2		
p-value	0.8773		

28. z- test for Two Proportions Regarding Coordination of Plans and Budget of UZP with Transferred Departments

	Treatment	Control	Interpretation
Sample proportion	0.92	0.63	Statistically significant, reject null hypothesis that sample proportions are equal
Sample size	24	16	
Significance level	0.05		
1-or 2 tailed test	2-tailed		
z-value	3		
p-value	0.0026		

29. Percentage of UZP that Monitored Plan and Budget by Transferred Departments

Study phase	Assigned group	Maintained coordi- nation	Difference	Difference in difference
Mid-term	Treatment	91.7		14.9 (Positive impact of project intervention comparing base- line)
Baseline	Treatment	14.3	77.4	
Mid-term	Control	62.5		
Baseline	Control	0	62.5	

30. Determinants of the Coordination of UZP Budget and Planning with Transferred Departments (Logit)

Variables	Odds ratio	Standard error
Assigned group (Treatment-Control)	2.331	2.832042
Education of the Chairman	1.9	1.288328
Education of the Vice-Chairman	3.659843***	1.693519
Education of the Female Vice-Chairman	1.156342	0.466996
Log budget (2019-20)	2.119819	1.02254
Training of the Chairman regarding UZP Act	5.061205	12.21398

31. Percentage of UZP that Adopted Public Engagement Strategies

Study phase	Assigned group	Adopted public engagement strat- egies	Difference	Difference in differ- ence
Mid-term	Treatment	83.3		18.3 (Positive impact of project intervention comparing baseline)
Baseline	Treatment	16.7	66.6	
Mid-term	Control	48.3		
Baseline	Control	0	48.3	

32. Determinants of the UZP to Adopt Public Engagement Strategies (Logit)

Variables	Odds ratio	Standard error
Assigned group (Treatment-Control)	4.251	3.9076
Education of the Chairman	1.384	0.5415
Education of the Vice-Chairman	1.77671	0.6291

Variables	Odds ratio	Standard error
Education of the Female Vice-Chairman	1.0885	0.323363
Log budget (2019-20)	0.82522	0.28891
Training of the Chairman regarding UZP Act	2.7578	3.34683

### 33. Percentage of UZP that Reported Effected Participation of Elected Women Bodies

Study phase	Assigned group	Effective participation	Difference	Difference in difference
Mid-term	Treatment	66.7		45.9 (Positive impact of project intervention comparing baseline)
Baseline	Treatment	45.8	20.9	
Mid-term	Control	6.3		
Baseline	Control	31.3	-25	

### 34. Determinants of the Effective Participation of Women Elected Bodies in UZP (Logit)

Variables	Odds ratio	Standard error
Assigned group (Treatment-Control)	27.73473**	39.16585
Education of the Chairman	0.83007	0.362
Education of the Vice-Chairman	0.991	0.406
Education of the Female Vice-Chairman	0.935	0.2796
Log budget (2019-20)	1.181	0.33005
Training of the Chairman regarding UZP Act	0.587	0.58087

### 35. Effective Participation of Female in case of UZP Decision and Debate in Percent

Assigned group	District	No %	Yes %
Treatment	Chandpur	12.5	12.5
	Faridpur	12.5	12.5
	Khulna	0	18.8
	Netrokona	12.5	12.5
	Patuakhali	25	6.3
	Rajshahi	0	18.8
	Rangpur	37.5	0
	Sunamganj	0	18.8
	Total	8	16

Assigned group	District	No %	Yes %
Control	Barguna	13.3	0
	Cox's Bazar	0	100
	Cumilla	13.3	0
	Gaibandha	13.3	0
	Jhenaidah	13.3	0
	Mymensingh	.	0
	Natore	6.7	0
	Rajbari	13.3	0
	Sylhet	13.3	0
	Total	15	1

### 36. UZPs that Prepare Budget Every Year

Responses	Treatment % (24)	Control % (16)
No	6.2	0
Yes	93.8	100

### 37. Satisfaction of UZP services

Percentage of satisfaction of poor regarding UZP services							
Study phase	Assigned group	Satisfaction	Difference	Difference in difference	z-test for treatment control		
					p- value	z- value	Significance
Mid-term	Treatment	73.1		18.9 (Positive impact of project intervention comparing baseline)	0.1526	1.4	Not significant, accept the null hypothesis that sample proportions are equal
Baseline	Treatment	41.7	29.9				
Mid-term	Control	64.8					
Baseline	Control	53.8	11				
Percentage of satisfaction of non-poor regarding UZP services							
Study phase	Assigned group	Satisfaction	Difference	Difference in difference	z-test for treatment control		
					p- value	z- value	Significance
Mid-term	Treatment	72.8		18.7 (Positive impact of project intervention comparing baseline)	0.6362	0.5	Not significant, accept the null hypothesis that sample proportions are equal
Baseline	Treatment	29.2	43.6				
Mid-term	Control	68.7					
Baseline	Control	43.8	24.9				



38. Percentage of UZP that Improved Against Budget

Study phase	Assigned group	Improve expenditure against budget	Difference	Difference in difference
Mid-term	Treatment	29.2		8.6 (Positive impact of project intervention comparing baseline)
Baseline	Treatment	14.3	14.9	
Mid-term	Control	6.3		
Baseline	Control	0	6.3	

39. Determinants of improved expenditure against budget of UZPs (Ologit)

Variables	Odds ratio	Standard error
Assigned group (Treatment-Control)	2.501	2.214267
Education of the Chairman	0.504**	0.1521
Education of the Vice-Chairman	1.097	0.3029
Education of the Female Vice-Chairman	1.06687	0.3363
Log budget (2019-20)	1.4862	0.521
Training of the Chairman regarding UZP Act	0.5464	0.79332

40. Percentage of UZPs that issued circular with provision for allowances for participation in UZP committee activities

	Treatment % (24)	Control % (16)
No	41.7	37.5
Yes	58.3	62.5

41. z- test for Two Proportion Regarding Access to Decision Making Process

	Treatment	Control	Interpretation
Sample proportion	0.75	0.68	Not statistically significant, accept null hypothesis that sample proportions are equal
Sample size	40	34	
Significance level	0.05		
1-or 2 tailed test	2-tailed		
z-value	0.7		
p-value	0.51		

42. Percentage of Circular Issued with Provision for Allowances for Participation in UZP Committee Activities

Assigned group	District	No %	Yes %
Treatment	Chandpur	10	14.3
	Faridpur	10	14.3
	Khulna	20	7.1
	Netrokona	0	21.4
	Patuakhali	0	21.4
	Rajshahi	30	0
	Rangpur	30	0
	Sunamganj	0	21.4
	Total	10	14
Control	Barguna	33.3	0
	Cox's Bazar	0	10
	Cumilla	16.7	10
	Gaibandha	0	20
	Jhenaidah	16.7	10
	Mymensingh	16.7	10
	Natore	16.7	0
	Rajbari	0	20
	Sylhet	0	20
	Total	6	10

43. UZPs that Issued Circular with Provision for Allowances

Logit		
	Odds ration	Robust standard error
Assigned group (Treatment-Control)	1.6434	1.237
Education of the Chairman	1.074	0.392
Education of the Vice-Chairman	0.7523	0.277
Education of the Female Vice-Chairman	0.8824	0.196
Log budget (2019-20)	0.8631	0.227
Training of the Chairman regarding UZP Act	2.39	2.116

44. Coordination with at least Three Transferred Departments of DDCC

Response	Treatment % (N=24)	Control % (N=16)	z-test for treatment control		
			p-value	z-value	Significance
No	20.8	25	0.767	0.3	Not statistically significant, accept the null hypothesis that sample proportions are equal
Yes	79.2	75			

45. Determinants of Coordination of UZPs with at least Three Transferred Departments of DDCC

Logit	Odds ration	Robust standard error
Assigned group (Treatment-Control)	1.238	1.2558
Education of the Chairman	1.47	0.6694
Education of the Vice-Chairman	1.2975	0.4622
Education of the Female Vice-Chairman	0.993	0.2671
Log budget (2019-20)	0.75445	0.2377
Training of the Chairman regarding UZP Act	2.528	3.0823

46. SDG Localization

Study phase	Assigned group	UZP Adopted SDG localization initiatives	Difference	Difference in difference
Mid-term	Treatment	91.7		56.9 (Positive impact of project intervention comparing baseline)
Baseline	Treatment	28.6	77.4	
Mid-term	Control	81.2		
Baseline	Control	75	62.5	

47. Determinants of UZPs that Adopted SDG Localization

Logit	Odds ration	Robust standard error
Assigned group (Treatment-Control)	3.1393	3.0777
Education of the Chairman	1.4283	0.792
Education of the Vice-Chairman	0.739	0.3271
Education of the Female Vice-Chairman	1.4664	0.5456
Log budget (2019-20)	1.241	0.3945
Training of the Chairman regarding UZP Act	1.953	3.13003

48. Percentage of UZPs that Undertook Initiatives on SDGs Localization (district wise)

			No %	Yes %
Control	District	Barguna	0	15.4
		Cox's Bazar	0	7.7
		Cumilla	0	15.4
		Gaibandha	33.3	7.7
		Jhenaidah	0	15.4
		Mymensingh	33.3	7.7
		Natore	0	7.7
		Rajbari	33.3	7.7
		Sylhet	0	15.4
		Total	3	13

			No %	Yes %
Treatment  xxxxx	District	Chandpur	0	13.6
		Faridpur	50	9.1
		Khulna	50	9.1
		Netrokona	0	13.6
		Patuakhali	0	13.6
		Rajshahi	0	13.6
		Rangpur	0	13.6
		Sunamganj	0	13.6
		Total	2	22

#### 49. Satisfaction of HH Regarding UP Services

Study phase	Assigned group	Satisfaction	Difference	Difference in difference
Mid-term	Treatment	80.3		-1.9 (No impact of project intervention comparing baseline)
Baseline	Treatment	39.8	40.5	
Mid-term	Control	78.8		
Baseline	Control	36.4	42.4	

#### 50. Determinants of the Satisfaction Of HH Regarding UP Services (Ologit)

Variables	Odds ratio	Standard error
Assigned group (Treatment-Control)	1.3***	0.123
Gender	1.072	0.159
Age	0.998	0.0033
Log monthly income	1.13	0.098
Education	1.153***	0.039
Perception on village court	1.80***	0.2297

Robust standard error: P<0.01 \*\*\*, p<0.05 \*\*, p<0.1\*, number of observation: 2217

#### 51. Percentage of HH Know about Preventive Measures of the COVID-19

Response	Treatment %	Control %	Total
No	1.00	0.80	0.9
Yes	99.00	99.20	99.1

#### 52. Percentage of UZP that Managed Schemes in Participatory Manner

Response	Treatment % (N=24)	Control % (N=16)	z-test for treatment control		
			p-value	z-value	Significance
No	12.5	37.5	0.0615	1.9	Not statistically significant, accept the null hypothesis that sample proportions are equal
Yes	87.5	62.5			

53. Determinants of UZPs that Managed Scheme in Participatory Manner

Logit	Odds ration	Robust standard error
Assigned group (Treatment-Control)	2.7162	2.525
Education of the Chairman	1.355	0.535
Education of the Vice-Chairman	1.318	0.416
Education of the Female Vice-Chairman	0.9441	0.2946
Log budget (2019-20)	1.356	0.4981
Training of the Chairman regarding UZP Act	2.6658	3.6952

54. UZPs That Published Budget Timely

Study phase	Assigned group	UZP that publish budget timely	Difference	Difference in difference
Mid-term	Treatment	79.2		39.9 (Positive impact of project intervention comparing baseline)
Baseline	Treatment	14.3	64.9	
Mid-term	Control	50		
Baseline	Control	25	25	

55. Determinants of UZPs Publish Budget Timely

Logit	Odds ration	Robust standard error
Assigned group (Treatment-Control)	4.08892	3.4983
Education of the Chairman	0.59652	0.25061
Education of the Vice-Chairman	1.5155	0.5842
Education of the Female Vice-Chairman	1.2889	0.32288
Log budget (2019-20)	0.87562	0.3117
Training of the Chairman regarding UZP Act	1.041696	1.1598

56. Determinants of the Satisfaction of HH regarding Services of UZP (Ologit)

Variables	Odds ratio	Standard error
Assigned group (treatment-control)	1.316177*	0.1973399
Gender	0.8780131	0.2671904
Age	0.99979	0.0049133
Monthly income	0.999994	5.38
Education	1.10461**	0.050648

Robust standard error: P<0.01 \*\*\*, p<0.05 \*\*, p<0.1\*, number of observation: 742

57. UZP Open Budget Meeting and Participatory Planning Mechanism

Response	Treatment (N=24)	Control (N=16)	z-test for treatment control			Target in Mid-term
			p-value	z-value	Significance	
No	34.8	68.8	0.0367	2.1	Statistically significant, reject the null hypothesis that sample proportions are equal	100
Yes	65.2	31.3				

58. Determinants of UZP Open Budget Meeting and Participatory Planning Mechanism

Logit		
	Odds ration	Robust standard error
Assigned group (Treatment-Control)	2.572	1.941
Education of the Chairman	1.589	0.5713
Education of the Vice-Chairman	1.4496	0.5817
Education of the Female Vice-Chairman	1.4676	0.38204
Log budget (2019-20)	1.01294	0.26002
Training of the Chairman regarding UZP Act	3.0736	3.17164

59. Women Councillors Active in WDF

Study phase	Assigned group	Women Vice-Chairman & councilor trained & active in WDF	Difference	Difference in difference
Mid-term	Treatment	87.5		15.1 (Positive impact of project intervention comparing baseline)
Baseline	Treatment	28.6	58.9	
Mid-term	Control	43.8		
Baseline	Control	0	43.8	

60. Determinants of Women Councillors Active in WDF

Logit		
	Odds ration	Robust standard error
Assigned group (Treatment-Control)	9***	7.26273
Education of the Chairman	1.04588	0.353215
Education of the Vice-Chairman	1.59154	0.517863
Education of the Female Vice-Chairman	1.0192	0.1991
Log budget (2019-20)	0.86355	0.24262
Training of the Chairman regarding UZP Act	0.4222	0.373691

61. UZPs that managed schemes under women leadership

Study phase	As-signed group	UZP that implemented schemes under the leadership of Women Vice-Chairman	Difference	Difference in difference
Mid-term	Treatment	95.8		5.6 (Positive impact of project intervention comparing baseline)
Baseline	Treatment	71.4	24.4	
Mid-term	Control	68.8		
Baseline	Control	50	18.8	

62. Average Number of Schemes that UZPs Managed under Women Leadership

	Treatment % (18)	Control % (13)
Average number of schemes lead by the women functionaries in UZPs	9.88	11.29

63. Determinants of UZPs that Manage Scheme by Women Leader

logit		
	Odds ration	Robust standard error
Assigned group (Treatment-Control)	6.08912	13.76335
Education of the Chairman	10.06142*	13.3544
Education of the Vice-Chairman	4.534604***	2.538441
Education of the Female Vice-Chairman	0.486596	0.21627

64. z- test for two proportion regarding knowledge about focal person for COVID-19

	Treatment	Control	Interpretation
Sample proportion	0.75	0.68	Statistically significant, reject null hypothesis that sample proportions are equal
Sample size	2454	1247	
Significance level	0.05		
1-or 2 tailed test	2-tailed		
z-value	6.1		
p-value	0.0001		

65. HHs paying holding tax

Response in %	Treatment % (2586)	Control % (1264)
No	14	12.7
Yes	86	87.3

66. HHs paying holding tax pure treatment wise

Response	Pure treatment % (1722)	Partial treatment % (864)	Control % (1264)
No	14	14.1	12.7
Yes	86	85.9	87.3

67. Z-test Proportion Scores Regarding the Responses of HH in Case of Paying Holding Tax

	Treatment	Control	Interpretation
Sample proportion	0.86	0.87	Not significant, accept the null hypothesis that sample proportions are equal.
Sample size	2586	1264	
Significance level	0.05		
1-or 2 tailed test	2-tailed		
z-value	0.8		
p-value	0.3964		

68. Average payment of holding tax in last year (BDT)

	Mean	Std. Deviation	Mean (total)	Significant 2-tailed	Interpretation
Treatment (2586)	87.72	115.282	91.5	0.003	Statistically significant, reject null hypothesis that sample proportion are not equal
Control (1264)	99.22	112.845		0.003	

69. UZPs that improved budget than previous years

Intervention area	UZPs Improved Budget %
Treatment (24)	70.8
Pure Treatment (16)	75
Partial Treatment (8)	62.5
Control (16)	62.5

70. Average participation of women in public hearing

	Mean	Std. Deviation	Significant 2-tailed	Interpretation
Treatment (40)	48.85	78.244	0.003	Statistically significant, reject null hypothesis that sample proportion are not equal
Control (36)	6.56	14.9	0.002	



71. Average participation of social excluded people in public hearing

	Mean	Std. Deviation	Significant 2-tailed	Interpretation
Treatment (40)	5.93	10.890	0.006	Statistically significant, reject null hypothesis that sample proportion are not equal
Control (36)	0.56	1.561	0.004	

72. Average participation of ethnic minorities in public hearing

	Mean	Std. Deviation	Significant 2-tailed	Interpretation
Treatment (40)	2	5.524	0.082	Statistically significant, reject null hypothesis that sample proportion are not equal
Control (36)	0.29	1.194	0.064	



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