

An Examination of Innovations in Union Parishads: A Study of Local Governance Support Project

**A Dissertation
by
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MAGD, Batch III
ID No 08272013**

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ABBREVIATIONS

BG	Block Grant
BGCC	Block Grant Coordination Committee
CSO	Civil Society Organization
DPP	Development Planning Proposal
DDLG	Deputy Director Local Government
GoB	Government of Bangladesh
IDA	International Development agency
LGD	Local Government Division
LGI	Local Government Institutions
LGSP	Local Governance Support Project
LIC	Learning and Innovations Component
MLGRD&C	Ministry of Local Government, Rural Development and Cooperatives
MLSS	Member of Lower Subordinate Staff
NGO	Non Government Organization
NILG	National Institute of Local Government
PRSP	Poverty Reduction Strategy Paper
SIC	Scheme Implementation Committee
SSC	Scheme Supervision Committee
UNDP	United Nations Development Programs
UNO	Upazila Nirbahi Officer
UP	Union Parishad
URT	Upazila Resource Team
WDC	Ward Development Committee

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Abstract

The local government in Bangladesh as an institution though old is not strong enough specially in the rural areas. Administrative controls, lack of participation of the people in the decision making process, lack of human resources, training and experience, absence of transparency & accountability mechanisms, undue interference of local elites, *mastans* and politicians are few of the problems which are responsible for weak and ineffective local government institutions. From the year 2006, the Ministry of Local Government of Bangladesh took an initiative for strengthening local government at the union level i.e. Union Parishads (UPs) by introducing Local Government Support Project (LGSP). The broad objective of the LGSP is strengthening Union Parishad through different mechanism like transferring block grants directly to the UPs to overcome process barriers, facilitating peoples' involvement in the development planning process as well as project implementation process through mechanisms like open budget meeting, revealing of progress reports to the people about ongoing projects, auditing of UPs activities, frequent inspection of project area by district facilitator, DDLG and UNO etc. As achieving objective of LGSP program is very important for strengthening Union Parishads, this study has tried to evaluate how far the LGSP program has achieved its immediate objectives and how far it has succeeded in adding values to its beneficiaries.

From data analysis it is observed that fifty percent (50.54%) respondents of the study area have no idea about LGSP and specially the women are quite unaware about it. The rest fifty percent respondents, who aware about it, expressed their opinion differently; among them, 60 percent believe that block grant allocated under LGSP is used appropriately for the local development activities but the rest 40 percent do not know anything about the amount of block grant under LGSP. A great majority i.e. 72 percent opined that peoples' participation rate in the functions of Union Parishad has increased in comparison to the past but the participation rate is still far from the desirable standard and 89 percent think that people can give their opinion independently in the development planning program. Among the informed respondents about LGSP, 56 percent believe that peoples' participation in the implementation process is not satisfactory, while 95 percent told that demand of the

local people has been given priority for the implemented projects and overwhelming 90 percent respondents perceive that accountability of Union Parishad to the people has increased after the intervention of LGSP.

All respondents reported that UPs do not produce any progress report about the ongoing project under LGSP before the ward people and also opined that block grants amount is too small and reach the UPs 8-10 months late. About 65 percent respondents believe that after the intervention of LGSP it has created temporary employment opportunities for the poor women and unemployed people and almost all respondent said that the projects which have been implemented under LGSP did not create any negative impact on individual lives or the society.

From the study it appears that LGSP has succeeded moderately in achieving its objectives. However, the fact remains that about 50 percent of the respondents have no knowledge about LGSP and raises a validity question about its operational process and achievement even after three years of operations. From the overall data analysis and observations it can be concluded that the LGSP has initiated a positive start towards strengthening Union Parishad in terms of accountability, transparency and popular participation and need further consolidation and improvement.

Chapter 1

Introduction

Introduction

The local government is an organized social entity with a sense of oneness. By definition, local government means an intra-sovereign governmental unit within the sovereign state dealing mainly with local affairs, administered by local authorities and subordinate to the state government (Jahan, 1997). Strong local government institutions are important for enhancing good governance. Governance has been defined as the manner in which power is exercised in the management of a country's economic and social resources for development (World Bank 1994). Local government is acknowledged as a highly viable mechanism through which democratic processes and practices can be established and participatory development ensured (Khan, 2000).

About 75% of the country's population lives in the rural areas and the service delivery to the rural community is quite inadequate & inefficient. After being elected, the representatives of UPs felt (mostly) accountable to the Upazila or district bureaucratic bosses rather to the community while they never practice any transparent system like open budget meetings, information sharing with community, and public hearing for UPs income expenditure or even rarely consult with community regarding planning, or implementation of development projects. Under such a circumstances ministry of local government took initiative for strengthening UPs by introducing Local Government Support Project (LGSP) ¹. The main purpose of this program was to ascertain more participation of local people in the development activities, increasing efficiency of union parishad, addressing poverty by institutionalizing and capacity building for fiscal transfers, enhancing local revenue mobilization and improving accountability and monitoring.

¹ LGSP was initiated by the government of Bangladesh in the year 2006 for strengthening UPs, drawing on the lessons learned from the Sirajgonj local governance development fund project. Local government division of MLGRD&C is the executing agency of this project is being supported by the World Bank (through an IDA credit) and UNDP/UNCDF, DANIDA and EC (through grant). The proposed duration of this project is July 2006 to 30 June 2011.

Problem Statement

An overview of the growth and evolution of local government units in Bangladesh establishes the fact that these have all along been under the strict administrative control of the public bureaucracy and the close political control of the national government/ party in power. They never enjoyed the freedom to choose development projects and work without the direction and control of the bureaucracy. As a result the local bodies could neither become politically/financially viable nor could they gain any credibility in the eyes of the electorate. Consequently, local government units have always been institutionally and financially weak, poorly managed and lacked social and political credibility (Aminuzzaman 2001).

Local government units in this country can be labeled as mere extensions of the national government with guided and limited local participation (Hussain 2003).

Under such a condition Ministry of local government with the help of World Bank and UNDP/UNCDF/DANIDA/EC took the LGSP program to overcome the existing problems and barrier of UPs. The most important constraints of UPs are lack of transparency, accountability, low capacity, bureaucratic control, political interference, limited authority, weak financial resources etc (Aminuzzaman 2005). The proposed project implementation period is July 2006 to 30 June 2011. The broad objective of the project is to strengthen Union Parishad through different mechanism. The most important mechanism of this project is transferring grants directly to the UPs to overcome process barrier. The other mechanisms of this project are peoples' involvement in the development planning process as well as project implementation process, open budget meeting, revealing of progress report to the people about the ongoing projects, auditing of UPs activities, frequent inspection of project areas by district facilitator, DDLG and UNO, training of elected representatives of UPs, production of planning and budgeting report to the people through notice board of UPs.

In the meantime, LGSP program has elapsed three financial years. Achieving objective of LGSP program is very important for strengthening Union Parishads. The

present study has tried to evaluate how far the program has achieved its objectives and how far the program has succeeded in adding values to its beneficiaries.

Research Question

- To what extent has LGSP been effective in fulfilling the objectives manifested in its components?
- Has LGSP succeeded in adding values/benefits being perceived by the intended beneficiaries?

Rationale and scope of the study

Among the three tiers of local government institutions only the Union Parishad is functioning with elected representatives for the long time with a poor institutional capacity in terms of authority, budgetary constraints and logistic support etc. The government of Bangladesh is keen to strengthen the role of the local government in the promotion of more efficient and effective services at the local level. The local Government Division implemented some pilot projects² for testing some of the initiatives on fiscal devolution and local government reforms within the country. These provided some experiences on the benefit of effective local governance and mechanism of community participation. The projects revealed that the community participation in decision making process save time and money, very low level of fund leakage and high level of accountability. Drawing lessons from the pilot projects², the Government of Bangladesh plans to move forward in replicating and institutionalizing these lessons throughout the country with the help of development partners to support a strategy for strengthening the local governance through increasing the size of block grant to UPs, this initiative is known as LGSP. The government of Bangladesh is implementing this project through local government division and its duration is July 2006 to 30 June 2011. By this time, the project has passed three years of its five year plan. So now it is very relevant and also important to examine the project performance/activities for evaluating how far it has achieved its objective i.e. to make a qualitative/quantitative analysis whether the project is

² such as the Sirajgonj Local Government Support Project (UNCDF/UNDP), the Tangail Participatory Rural Development Project (JICA) and the Social Investment Project and Municipal Services Project (WB) for testing some of the initiatives on fiscal devolution and local government reforms.

running on the right track or not. Through the field level survey, the present study has tried also to find out how far LGSP has succeeded in adding values to the beneficiaries for establishing a sound monitoring, involvement of community in ensuring participation and accountability to strengthen local governance and fiscal devolution as well as creating capacity both at the management and community level to implement and sustain the system.

Methodology

The present study has tried to achieve its objective reviewing different existing literature and information related to LGSP and through field level survey. Both primary and secondary data have been collected, processed, categorized and analyzed keeping in mind the objectives of the study. In order to collect the primary data five sets of structured questionnaires have been used for the present study³. The collected data has been processed and analyzed with the use of MS Excel and other available methods of data analysis. In some cases, flow charts and tabular presentation have also been used to present the findings of the data in a graphic manner.

Significance of the research

The purpose of the present research will be to find out the present status of the LGSP program in terms of achieving its objectives, the perception of the beneficiaries about the LGSP program, the hindrances faces when it comes to work effectively, and the socio-economic impacts after the program has been introduced.

The probable outcomes of this research will help the policy makers and those who are involve with the implementation process to change or reshape or rearrange the existing operational rules or procedures to make UPs as an effective, capable and people centric institution for the economic development of the rural poor.

Chapter layout

The present study consists of six chapters each focusing on a distinctive aspect. Chapter One introduces the topic of the study. Other areas that the chapter also covers are rationale and scope of the study, objectives, methodology, and significance of the

³ A detailed study design has been presented in chapter three.

research and benefits of the outcomes. The Second chapter furnishes the theoretical framework for the study. It describes mainly the components of Local Governance Support Project, fiscal transfer process, project implementation framework and mechanism. Third chapter briefly captures the description of the study area and study design. Geographical location, population, education and socio-economic condition of the study area have also focused. In the fourth chapter collected data has been interpreted and presented with graphical format. The present performance of UP after the intervention of LGSP has been described. The Fifth chapter is the most important one of the paper. It contains the findings and subsequent analysis of the study. The sixth chapter puts forward the recommendations and probable policy options for further effectiveness of LGSP to achieve its objectives.

Chapter 2

Descriptive overview of Local Governance Support Project

The Local Governance Support Project is implemented with a view to strengthen the role of UPs throughout the country by the government of Bangladesh with the help of development partners.

The GOB and the development partners have agreed at the recent PRSP Implementation Forum to support a strategy of strengthening the local governance through increasing the size of block grant to UPs, which enhances community oversight, strengthens administrative capability and improves local revenue performance. This agreement envisages the strengthening of institutions of local governance as an important step towards reducing poverty and enhancing basic local services delivery.

The revised cost of the Local Governance Support Project is shown in the table-1 below:

Table1: Revised cost of the project (detail)

(In Lakh Taka)

Financial Year	Project Version	Estimated cost				Total
		GOB (FE)	Project Aid (PA)		DPA	
			RPA			
			Through GOB	Special Account		
1	2	3	4	5	6	7
Year-1 (2006-07)	1st Revised	-	-	14.61		14.61
	Original	200.00	-	2717.60	1346.61	4264.21
Year-2 (2007-08)	1st Revised	4708.49		4892.34	636.46	10237.29
	Original	3595.00	-	6282.21	2463.30	12340.51
Year-3 (2008-09)	1st Revised	10700.00		13500.00	2600.00	26800.00
	Original	8142.00	-	11817.10	2307.42	22266.52
Year-4 (2009-10)	1st Revised	16000.00		22300.00	3700.00	42000.00
	Original	16767.00	-	21776.89	2337.46	40881.35
Year-5 (2010-11)	1st Revised	22687.5	-	36228.05	5594.90	64510.45
	Original	25392.00	-	34341.18	2661.14	62394.32

Financial Year	Project Version	Estimated cost				Total
		GOB (FE)	Project Aid (PA)		DPA	
			RPA			
			Through GOB	Special Account		
1	2	3	4	5	6	7
Total	1st Revised	54096.00		76935.00	12531.36	143562.36
	Original	54096.00	-	769335.00	11115.94	142146.91

Source: Development Project Plan 2009 Prepared by Ministry of Local Government, Rural Development and Co-operatives.

The Local Governance Support Project (LGSP) has five major components to deliver the outputs set out in the log frame of development project proposal (DPP). These components are being supported through the World Bank, IDA loan and UNDP grant. These are described below:

COMPONENT-1: FISCAL TRANSFER

This component lies at the centre of the project. The objective of this component is to support two forms of fiscal transfers: a largely unconditional block grant and a performance grant. These grants are the foundations upon which other components of the program are built that institutionalize accountability, strengthen local government capacity, evaluate performance and assist in the further articulation of the policy for local governance in Bangladesh.

The LGSP Block grant will be transparently allocated through a simple population based formula with a minimum allocation to protect small UPs. The grants will be disbursed in two equal installments in July and January of each financial year. Disbursement will be made directly to the bank accounts of eligible UPs through the Nationalized Commercial Bank (NCB). UPs will have considerable amount of flexibility and discretion in the use of allocated resources. Initially all the UPs will remain eligible to have current block grants, the intention is to gradually move all local governments to a larger, modified block grants, based on meeting a prescribed set of eligibility criteria (having a block account receiving timely unqualified audits) and community accountability (open participatory planning and budgeting, public reporting). In each successive financial year 20-25% of the UPs will obtain eligibility

to have the block grants under UPs. In the final year of the project, all the UPs will come under primary selection of LGSP.

UPs that are eligible to receive the Expanded Block Grant (EBG) received an average total Block grant allocation of Tk. 650,000 per year in the financial year 2007/08, which will be progressively increased.

In the interim period, all other UPs will continue to receive the existing block grant at a level determined by the government. The existing grant will be funded by the Government through its usual channel.

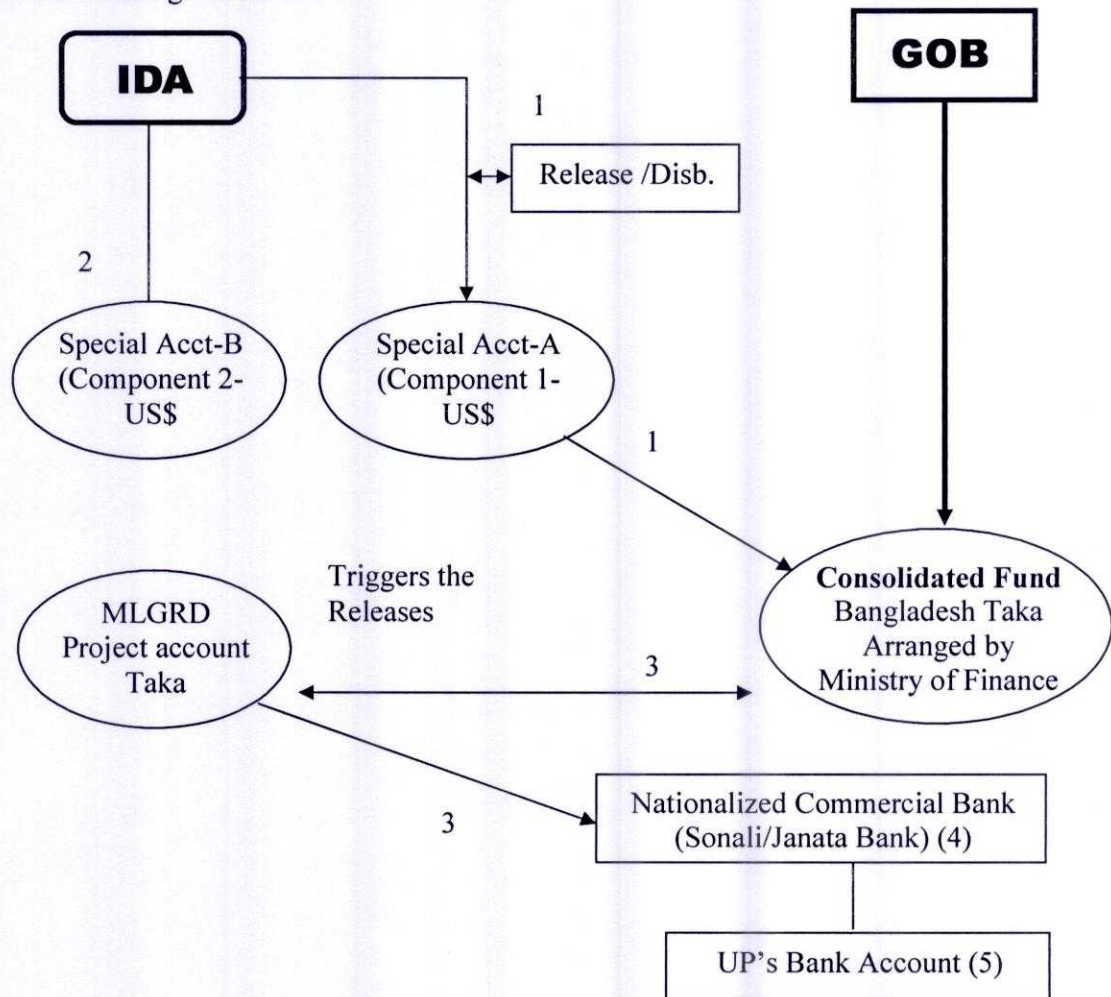
Both the old and new block grant programs will be managed within the Medium Term Budget Framework that is being introduced for the LGD from FY 2007/08. The grant programs will be separately and explicitly budgeted in national budget documentation over a three years horizon. Upazila Nirbahi Officer (UNOs) will be notified of these allocations so that they take necessary steps at their end.

The Expanded Block Grant system will maintain strict compliance criteria for the UP to follow to ensure the continuity of the grant. UPs that are folded in the LGSP will be required to meet these criteria along with additional requirement for public disclosure, participation and timely reporting. Failure to meet these requirements will require World Bank and GOB consensus to release Block Grant. .

The performance Grant will be allocated simultaneously with, but separately from the Expanded Block grant. It will be provided to those UPs that demonstrate improvements in participatory governance, initially measured through year to year improvements in its own revenue generation in order to protect and increase the fiscal effort of the UPs. An indicative allocation of Tk. 200,000 will be budgeted for each eligible UP.

Fund flow mechanism

The fund flow mechanism of LGSP program from government to the UPs is shown in the flow chart given below:



Description of the fund flow mechanism

- (1) IDA will disburse its funding for component 1 into an US\$ denominated Special Deposit Account (SDA), in accordance with IDA OP/BP 12.00. Releases will be made from the IDA into the GoB Consolidated Fund on a semi-annual basis. Approval and release will be based on the satisfaction of certain criteria.

Followings are the preset criteria for the Union Parishads for getting block grant under LGSP program:

- a. Having a bank account in the Nationalized Commercial Bank.
- b. Having a fulltime secretary of the Union Parishad. Besides this, members and all officers of the UPs have to participate in the LGSP training program.
- c. Submission of a satisfactory audit report of financial management of the previous year. No trace of financial mismanagement in the audit report and completion of independent audit report are the important preconditions for including in the LGSP program.
- d. Union Parishad budget have to approve in the open meeting with the participation of people of all layer. Resolution of the meeting and copy of budget with signature have to submit to the LGD.

(2) IDA funding for components 2-5 will be disbursed into a US\$ denominated Special Deposit Account maintained with Bangladesh Bank and managed by the MLGRD&C. Disbursements will be transaction based and payments to suppliers of goods and services will be made directly from the Special Deposit Account.

(3) Release from the Consolidated Fund will follow requests from the MLGRD&C to the MOF and will be made on a semi-annual basis in July and January of each financial year. MLGRD&C, through the CAO, will release the funds to all UPs by issuing a single check for both the IDA and GOB funds to a commercial bank (Sonali/Janata Banks). Approval of releases by the MLGRD&C will be based on the satisfaction of certain criteria, e.g. submission of acceptable documentation for previous releases.

(4) The commercial bank (Sonali /Janata Banks) will provide a report to MLGRD&C on the actual transfer of funds to the eligible UPs on a semi-annual basis.

(5) UPs will manage the bank accounts and will provide MLGRD&C with quarterly accountability reports.

COMPONENT-2: INSTITUTIONALIZING ACCOUNTABILITY

The program seeks to institutionalize accountability into existing system based on a set of incentives associated with the expanded block grant and complemented by mandatory disclosure by UPs to both communities and to higher tiers of Government. Regular open meetings, public disclosure and regular reporting are the methods by which the participatory process will be ensured for releasing the expanded block grant. Development needs of the UPs will be prioritized and the schemes for implementation will be selected with the participation of the local communities in an open meeting at the ward level involving the elected representatives. Monitoring of these development activities will be done by the UPs and concerned officials involving the local people.

SUPERVISION AND MONITORING

To use the Expanded Block Grants effectively, accountably and without malfeasance, LGD, the World Bank and other development partners have agreed to draw up a comprehensive LGSP supervision and monitoring plan, made up of three principal components:

- (i) a field supervision strategy, through which GoB officials at the local level (Upazilas, Zilas) will provide regular oversight of and periodically report on UP activities and operations. This will provide LGSP with regular flows of information about what is happening on the ground, as seen by local level GoB officials;
- (ii) An audit oversight and monitoring strategy, whereby the office of the Comptroller and Auditor General (C&AG) will review the quality of UP audits (which critically determine UP access to EBGs). This will ensure that the UP audit process (which is intended to be a major safeguard against fiduciary risk) is as rigorous as possible, and build in a permanent quality assurance function;
- (iii) A social audit strategy, which will enable social audits of UPs (and other local government institutions) to be regularly carried out by civil society organizations with a view to assessing and improving the quality of local

governance. This will build in a “bottom-up” process of audit, a vital component of any system of “checks and balances”;

In short, the aim is to establish supervision and monitoring strategy that ensures multiple and complementary oversight mechanisms. Through such a process of “triangulation”, it is expected that LGSP will be able to strengthen upward and downward accountability, as well as minimize any fiduciary risks associated with intergovernmental fiscal transfers.

Participation and public disclosure

LGSP provides a vehicle to strengthen community voice at the local level. At the core of the community participation is two-way flow of information. This will be accomplished through the following procedures:

- a. Open meetings:** LGSP has a mandate to organize open meeting in the course of a year, built around the budget cycle. These meetings are required for the next installments of the grant to be released and will be monitored through the annual assurance process.
- b. Notice Boards:** Publicly available correct information enhances community confidence and motivation to participate in decisions affecting them. LGSP requires UPs to have notice boards on which basic information on the schemes are displayed.
- c. Sign Boards:** The UPs should have signboard at the site of the scheme with the financial and performance information of the schemes.

Block Grant Co-ordination Committee (BGCC)

A Block Grant Co-ordination Committee (BGCC) will be formed with all relevant officers at the Upazila level under the chairmanship of the UNO with the UP Chairman. The BGCC will organize the bi-monthly meeting on a regular basis for discussing the problems of implementation of the schemes of the LGSP and give guidance; in addition it would be a forum for peer exchange and learning, an avenue for grievance redress and sharing information. The BGCC meeting would facilitate the UNOs assessment of the progress of the block grant in all UPs in the Upazila. Proceedings of the BGCC meeting will be made public by displaying to the notice

board of all the UPs. A Copy of the proceeding will also be forwarded to the DDLG and LGD. In such cases the DC, UNO or independent audit team can investigate and send recommendation to LGD.

Ward Development Committee (WDC)

There will be a Ward Development Committee (WDC) at the ward level. Seven members WDC will be chaired by UP Members or women members elected from reserved seats. Always 1/3rd of the WDC will be chaired by women members elected from reserved seats.

WDC functions and responsibilities are as follows:

- a) Organize local level planning sessions and assist community to develop their local plan
- b) Shall be responsible to implement the approved schemes assigned to them by the UP following the procedures as stipulated in the UP Procurement Procedures;
- c) Shall receive the goods and works from the suppliers/providers/ as per work-order/ purchase order;
- d) Shall provide day to day oversight for schemes implemented by the UP through Open Tendering Method;
- e) Organize ward level quarterly review meeting to monitor the project progress and to discuss different local level problems.
- f) Assist UP in resource mobilization at local level.

Scheme Supervision Committee (SSC)

Besides, there will be a Scheme Supervision Committee (SSC) at the UP level. Seven members committee will be comprised of community representatives. There will be no UP member as member of this committee.

SSC functions and responsibilities include:

- a) Supervising implementation of any project in terms of quality, quantity and timeliness, as indicated in the approved procurement and implementation plan;

- b) Advising the WDC for rectification of any activity in case any defect is observed in the implementation of the scheme(s);
- c) In the case WDC does not address the advice of the SSC, then refer the issue to the UP/BGCC for remedial measures; and
- d) Discharge any other function as may be assigned by the UP.

COMPONENT-3: LGSP –Supporting Core Local Government Capacity Development

This component will provide information and support to the various actors involved in block grant implementation in particular, and local public Expenditure Management (PEM) in general and will assist GoB in developing a capacity building framework that meets emerging nationwide local government capacity development needs. Mechanisms for information, Education and Communication (IEC) and capacity building will be executed under the coordination of the National Institute of Local Government (NILG) in order to ensure consistent quality control, economies of scale and institutional sustainability. The NILG will supervise a range of initiatives involving NGOs, the private sector and other training institutes. Those activities will focus primarily on informing the general public and UPs about the conditions of access to, individual allocations of and use of block grants, and will also supply quality core training around the local PEM cycle. In addition, peer-learning activities across participating local governments will be implemented. Finally, LGSP will also directly strengthen the capacity of GoB institutions such as MLGRD&C, NILG, CAG and local officials (UNOs), Upazila Resource Team (URT) to implement the reform process. This component will consist of four subcomponents:

- i. Information, Education & Communication addressed to the public at large concerning the LGSP block grant condition and cycle (eligibility, individual UP grant allocations, use and performance);
- ii. Training and capacity building activities of UPs around the local PEM cycle.
- iii. Developing peer-learning mechanisms for participating UPs and local officials.
- iv. Providing institutional support for the overall decentralization process and for policy development.

COMPONENT-4: PERFORMANCE REVIEW AND POLICY DEVELOPMENT

The goal of this component is to improve GOB's ability to make use of data in its policy analysis and formulation. There are three sub components of the component: a) Formal evaluation of the impact of the block grant. b) Evaluation of other decentralization efforts such as extension of Sirajgonj model running concurrently with the project, and c) Building capacity of the MOLGRD&C to make use of the wide variety of data generated by the project through its quarterly and annual flow of financial, procurement, social and environmental audits. This data need to be collected, organized, put in an electronic form and analyzed in order to make it useful in practice.

Formal Evaluation

Formal evaluations of policies are intended to assist in making mid-course corrections to the design of the program and to lay the empirical groundwork for its possible future expansion.

For the formal evaluation of the block grant, three rounds of surveys are proposed at baseline and at the end of the project period. The baseline survey will be composed of sections for households and for communities and will be undertaken prior to the disbursement of the money to UPs. The base line study is scheduled to coincide with the budget cycle and follows closely behind the period in which participatory planning meetings would be held. It would be necessary to contract out the surveys to some research organizations and consulting firms to maintain independence of analysis from the implementing agencies.

COMPONENT-5: LEARNING AND INNOVATION COMPONENT (LIC)

This learning and Innovation Component (LIC) of LGSP will be supported with grant funding by UNDP/UNCDF/DANIDA/EC. LIC will operate at two levels:

- (i) Within 6 LIC districts it will supplement support to UPs from other LGSP components by building upon the lessons learned from the earlier Sirajgonj Pilot field testing and mainstreaming them with

greatly reduced project field staff and it will also generate pilots for second generation reforms;

- (ii) At the national level it will support LGD's capacity to detail policy lessons from LIC districts to promote overall policy development on local government to feed this learning into other LGSP components and to ensure overall coordination.

This component provides an important mechanism through which a range of small policy issues (such as the role of URTs, UNOs and other Upazila level agencies, and personal in providing mentoring to and, monitoring of UPs; testing out modalities for demand driven capacity development, etc) can be piloted and scaled up. In order to enable flexibility and piloting LIC will use an operational manual specific to its purpose based on the modified version of LGSP operation manual.

Chapter 3

Study Area of the LGSP

In this chapter, a brief description of the study area and research methodology is discussed. Geographical location, population, education and socio-economic condition of the study area is focused. In addition, study design and research methodology are also focused sequentially in this chapter.

General description of the study area

Narsingdi is a district in central Bangladesh. It is part of the Dhaka division with an area of 1140.76 sq km. The district consists of 6 upozilas and 69 union parishad (Source: Bangla Pedia). The upozilas are Belabo, Monohordi, Shibpur, Raipura, palash and Narsingdi sadar. Four union of Belabo upazila was selected for this research work. Administrative structure of Bangladesh and map of the study area has shown in figure 1 and 2.

Fig-1: Administrative structure of Bangladesh with selected study area.

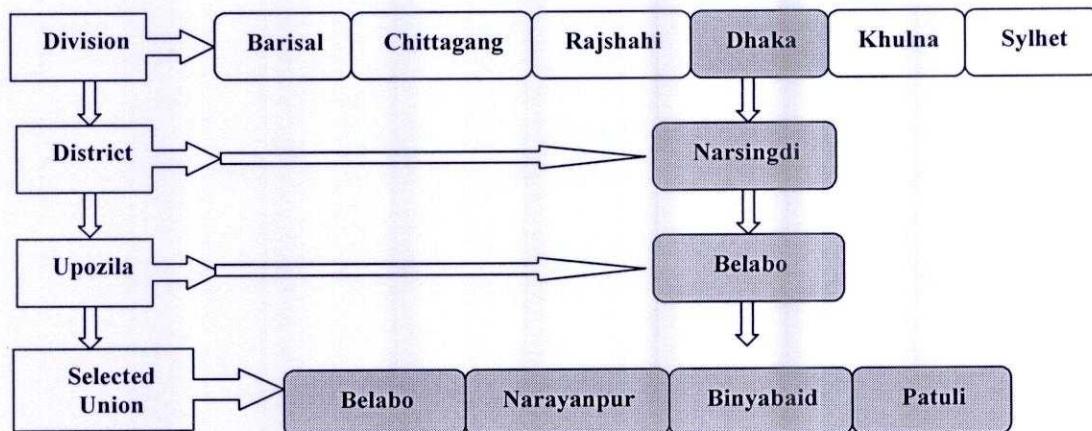
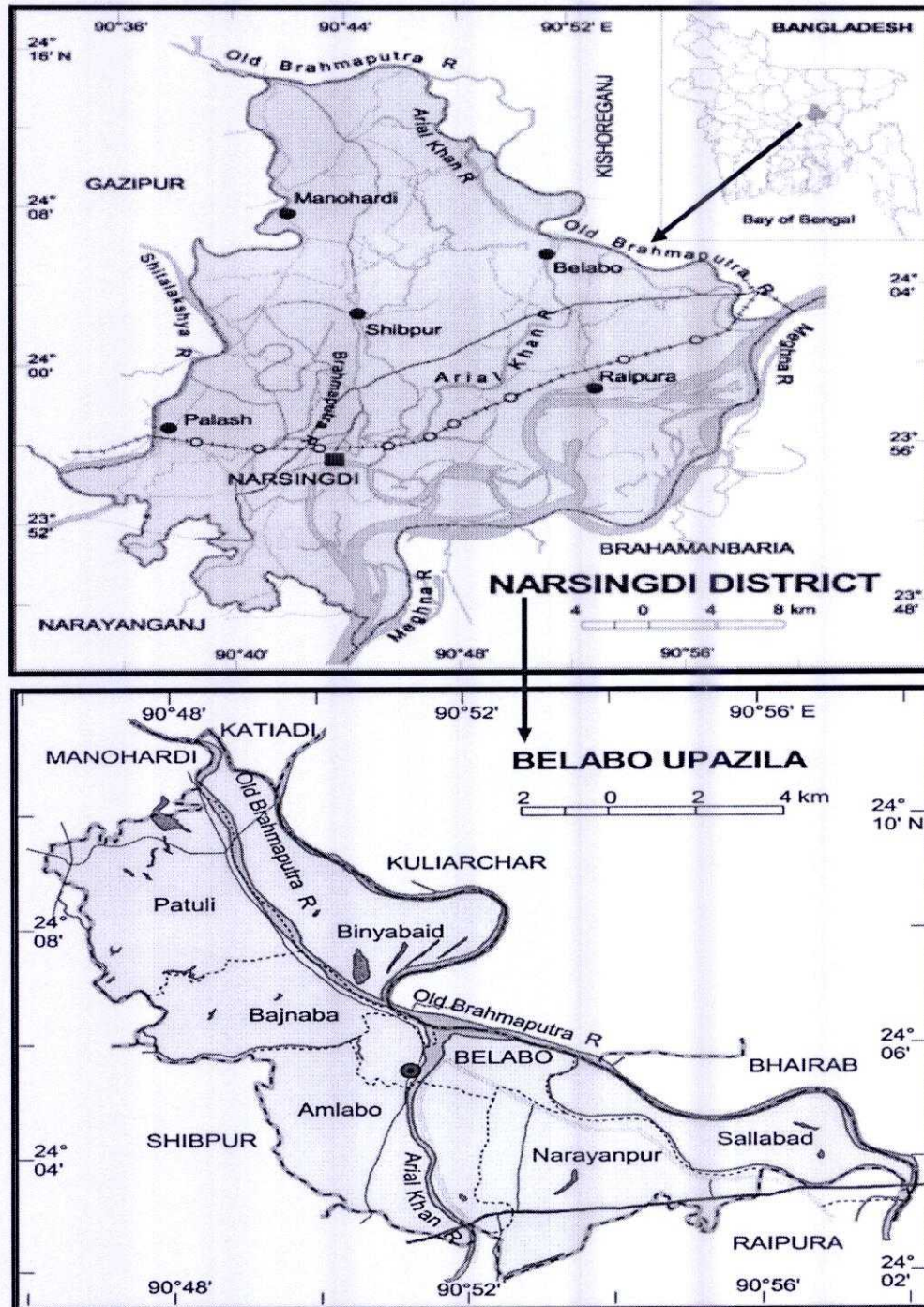


Fig-2: Map of the study area.



Belabo Upazila: Belabo upazila with an area of 117.60 sq km consists of seven union parishads, 52 mouzas and 97 villages. Population 145708; male 51%, female 49%, average literacy 25.9%; male 25.9% and female 20.6%.

Initiation of LGSP at Narsingdi district

LGSP program has covered 52 unions of all 6 upazila of Narsingdi district. Six unions of Belabo upazila has been covered by LGSP program. Among them, Belabo and Narayanpur union have passed three financial year of LGSP, the other two unions Binyabaid and Patuli have passed two financial years of LGSP program (table-2). So it was considered by the researcher that studied area has matured enough for evaluating the LGSP.

Table 2: Year wise coverage of LGSP program in the study area.

Union coverage of Belabo Upazila			
Union name of <i>Belabo Upazila</i>	Year of inclusion		
Belabo	2007-2008	2008-2009	2009-2010
Narayanpur	2007-2008	2008-2009	2009-2010
Binyabaid		2008-2009	2009-2010
Patuli		2008-2009	2009-2010
Beznabo			2009-2010
Sallabad			2009-2010
Amlabo	No coverage till now		

Implemented project in the study area under LGSP

These includes, construction of box-culvert, class room construction, irrigation drainage, road protection wall, road reconstruction, sanitary latrine distribution, tube well installation, tree plant distribution, elevating of low lying area in the school yard, and book distribution among the poor meritorious students in the high school (Appendix 2).

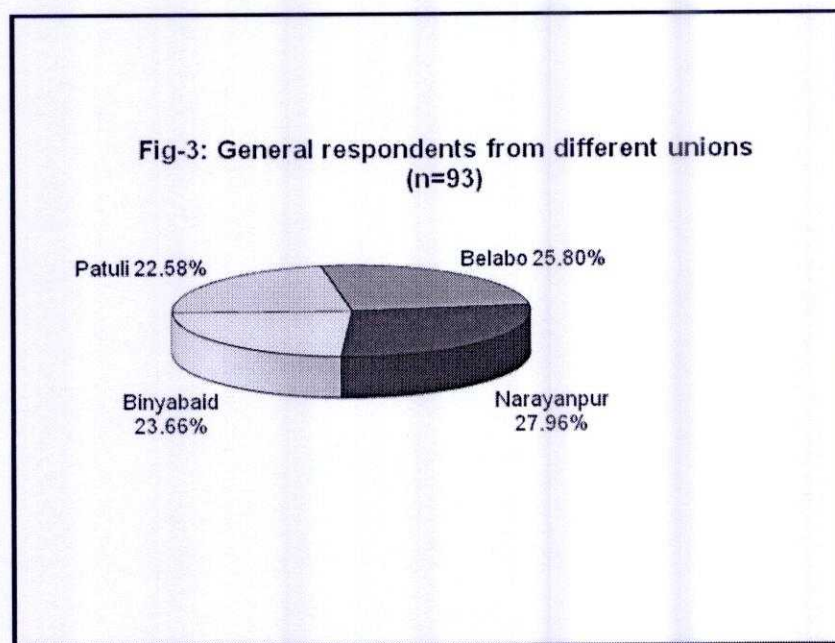
Rationale of selecting the study area

For the purpose of the present research work, Belabo upazila of Narsingdi district was selected mainly for the following reasons:

Two union of the selected upazila was included from the first phase under LGSP, it was the researcher's assumption that the people (both men and women) of the study area are cooperative, comparatively closer to Dhaka, and the study area was previously visited by the researcher so, this area may be considered as a representative of LGSP in other parts of the country.

Population and sampling

In the present study, survey was concentrated at Belabo, Narayanpur, Binyabaid, and Patuli union of Belabo upazila, Narsingdi district. The main respondents of the survey were the community people. Among the collected sample in the study area, 25.80% was collected from Belabo union, 27.96% from Narayanpur union, 23.66% from Binyabaid union and 22.58% from Patuli union (Figure 3).



Source: Survey data

Preparation of the questionnaire and pretest

Before preparing the questionnaire, the researcher has studied thoroughly the objectives, functions and procedures of LGSP and consulted with Upozila Nirbahi Officer (UNO), Deputy Director Local Government (DDLG), LGSP project adviser, chairman of union parishad and with some other persons who are related to the implementation process like the district facilitator, Upazila Cooperative officer and with some local people. Previous in-service experience related to LGSP at Faridpur district, general experience of field level survey of the researcher, knowledge and information gathered from consultation helped to prepare the questionnaire keeping consistency with the broad research question of the study.

Before finalizing the questionnaire a quick pretest has been done. After pre-testing the primary questionnaire necessary corrections, additions, subtractions and changes have been made and then structure of the final questionnaire prepared.

Study design

Research method is the functional action strategy carried out by the researcher in the light of the theoretical framework and guiding research questions and or the proposed hypothesis (Aminuzzaman 1991:32). In the present study to get the answer of the research questions both open-ended and closed questionnaire have been used for qualitative and quantitative data. Within the closed questionnaire contingency questions were also included. Besides this, observation and interviews method and case study method were also used to collect the primary data.

Primary data source

In this study both primary and secondary sources were utilized. The primary data was collected with the help of five sets of questionnaire for different groups of respondent who are either directly or indirectly related with the LGSP program (Annexure-1). Though there were set questionnaire for collecting data from the respondents, there were also informal interviews with the district facilitator, trainers related with the LGSP program (e.g Cooperative officer), secretary of the union parishads, school teachers etc. Though these respondents were not guided by the preset assumptions of

the interviewer, nonetheless they were asked to discuss any issues and concerns related to the effectiveness of the LGSP. This primary data was also collected with the help of discussion and personal interviews with the respondents. The first set i.e. 'set-A' of the questionnaires was prepared for the general people of the study area who are the main stakeholders/ beneficiaries of LGSP program. For the questionnaire set-A, simple random sample technique was applied. Questionnaire 'set-B' was prepared for the members who were selected from the general people from the two committees' i.e. for scheme implementation committee (SIC) and scheme supervision committee (SSC). The main responsibility of the SIC is to implement the scheme taken under LGSP program by UPs and the main responsibility of the SSC is to provide regular supervision and monitoring about the progress and quality of the scheme that are implemented by SIC. In the third set i.e. 'set-C' was set out for UNOs who are the presiding officer of the Block Grant coordination committees (BGCC). Questionnaire 'set-D' was prepared for the DDLG who are the authorized officer for looking after the functions of the union parishad. Eleven DDLG were interviewed through preset questionnaire who participated in a training program at NILG. The fifth set of questionnaires i.e. 'set-E' was prepared for the chairman and members of the Union Parishads. Four chairman and eighteen ward members were the respondents for the questionnaire 'set-E'.

Secondary data source

Content analysis is a research technique for the objective, systematic and quantitative description of the content of certain communication (Berelson 1952:16). Content analysis method critically and objectively reviews the published or printed facts, figures, opinion, observations, and generalizations in the light of its content value (Wilkinson 1982:156).

Theoretical framework of the present study has been made by consulting the published and unpublished documents that are related to the LGSP program. Union parishad operational manual 2007 and 2009 (revised), LGSP development project proposal (DPP)-2006 and 2009 (Revised but yet to be approved), different registers maintaining LGSP activities in the union parishad were consulted to understand the flow of block grant and its implementation process. A number of articles published in the international journal were also studied and analyzed to understand the concept of

peoples' participation, ensuring accountability, capacity building of Union Parishad etc.

Guidelines for data collection

Five set of questionnaire were prepared focusing on the research questions. The responses to the questionnaire have provided important information to understand the present scenario of LGSP program i.e. to what extent has LGSP been effective in fulfilling its objectives and the general perception of the stakeholders about the success of LGSP.

Data Processing

Primarily, the data have been directly collected from the field and then computed data to understand the different indicators of effectiveness of the LGSP program. In most cases direct indicators were used but in some cases certain proximity indicators (the indicators which indirectly establish the relation) were also used to understand the issues. During physical inspection and field survey in the study area, all the data has been collected from the respondent based on prefixed questionnaire by interviewing method. For collecting data, observation method also applied different types of project that had implemented under LGSP.

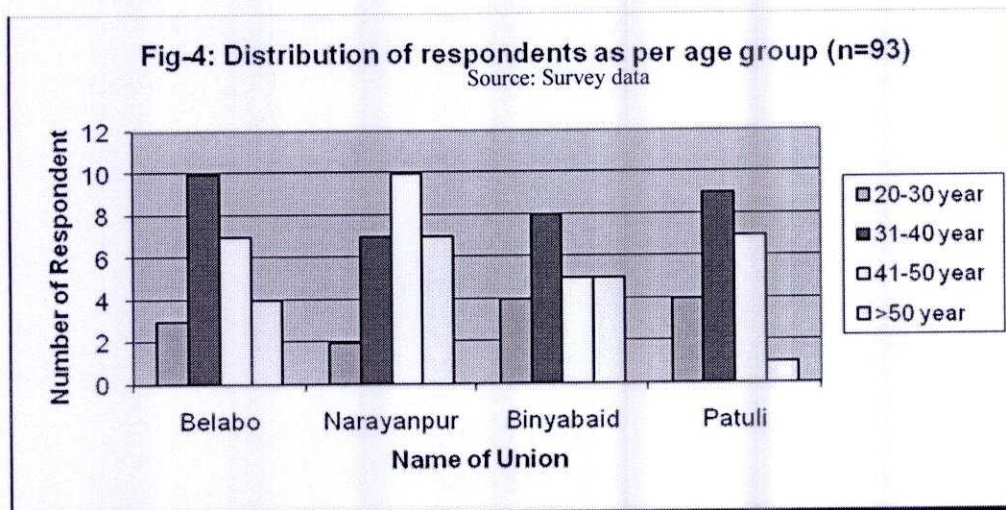
For the present study five categories of respondent were selected on random basis. Total number of respondent was 152. Out of the total sample, 93 were general people (male 64 and female 29), member of SIC and SSC were 19 (male 13 and female 6), Union Parishad member and chairman were 24 (male 18 and female 6), Upazila Nirbahi officer 05 (all the UNOs were interviewed in the office of the Deputy Commissioner, Narsingdi where they participated in the 'district development coordination' meeting) and DDLG 11(all the DDLGs were interviewed in the NILG where they were participated in a training program). Local general people were the main respondents of the present study (Table 3).

Table 3: Respondents of different categories in the study area.

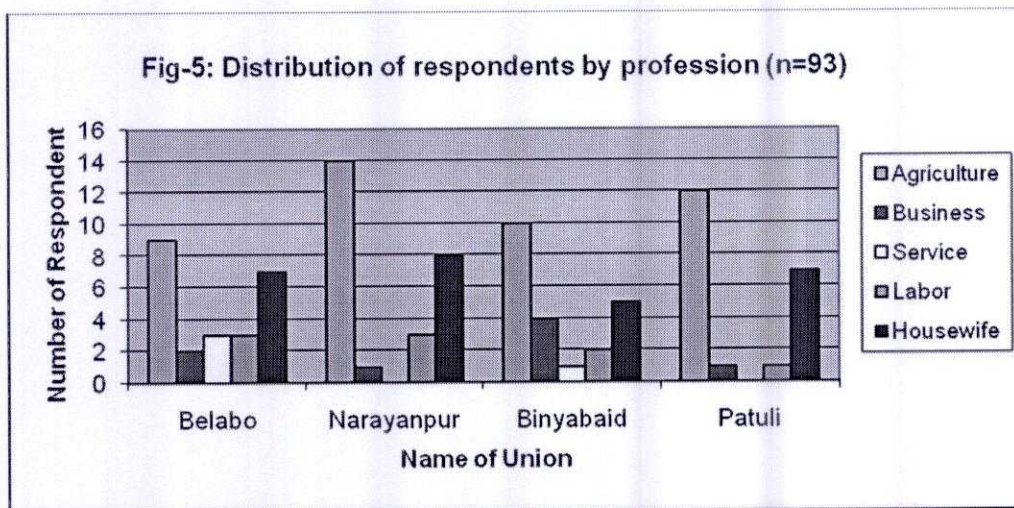
Belabo upazila, Narsingdi district							
Name of Union	General people		Member of SIC & SSC		UP chairman & member		Total Resp.
	M	F	M	F	M	F	
Belabo	15	9	4	1	6	2	37
Narayanpur	18	8	3	1	4	1	35
Binyabaid	17	5	2	2	5	1	32
Patuli	14	7	4	2	3	2	32
UNO							05
DDLG							11
Total Respondents	93		19		24		152

Source: Survey data

Most of the respondent belongs to the age group 31-40 years (34) and 29 respondents belong to the age group 41-50 years. Age group 20-30 years consist of 13 respondent and age group above 51 years consists of 17 respondents (figure 4).

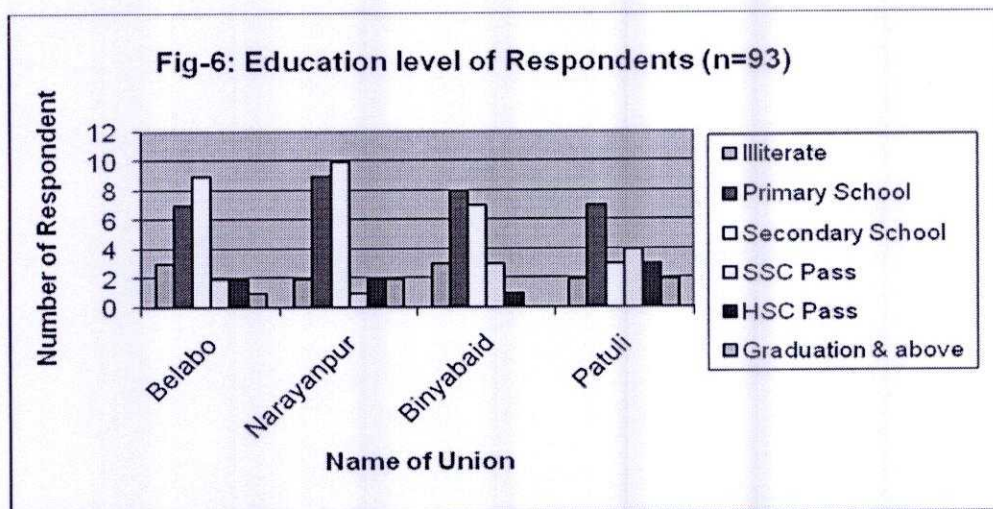


It was found from interview that agriculture is the dominant profession in all four unions. Most of the women respondents are housewives. Other respondents belong to the labor, business and service background (figure 5).



Source: Survey data

Literacy rate of study area is very high and only 10.75% people are illiterate. Most of the respondents were enrolled in the primary school. The highest literacy rate is at Narayanpur Union (figure 6).



Source: Survey data

The collected data have been compiled and analyzed to find out the effectiveness of the LGSP program and to understand the perception of the general people regarding it. Both quantitative and qualitative analysis of the collected data has been used to get the answer of the research questions. For better interpretation, the collected data have been presented in a tabular form in the appendix. For easy understanding of the readers, sometimes data have been presented in a pie or bar diagram.

Operational Definition of the study variables

The following concepts are defined for the purpose of this study:

Extended Block Grant

On the basis of performance evaluation of UPs by Local Government Division (LGD), selected UPs are given additional budget allocation under LGSP program that is known as extended block grant¹.

Peoples' participation

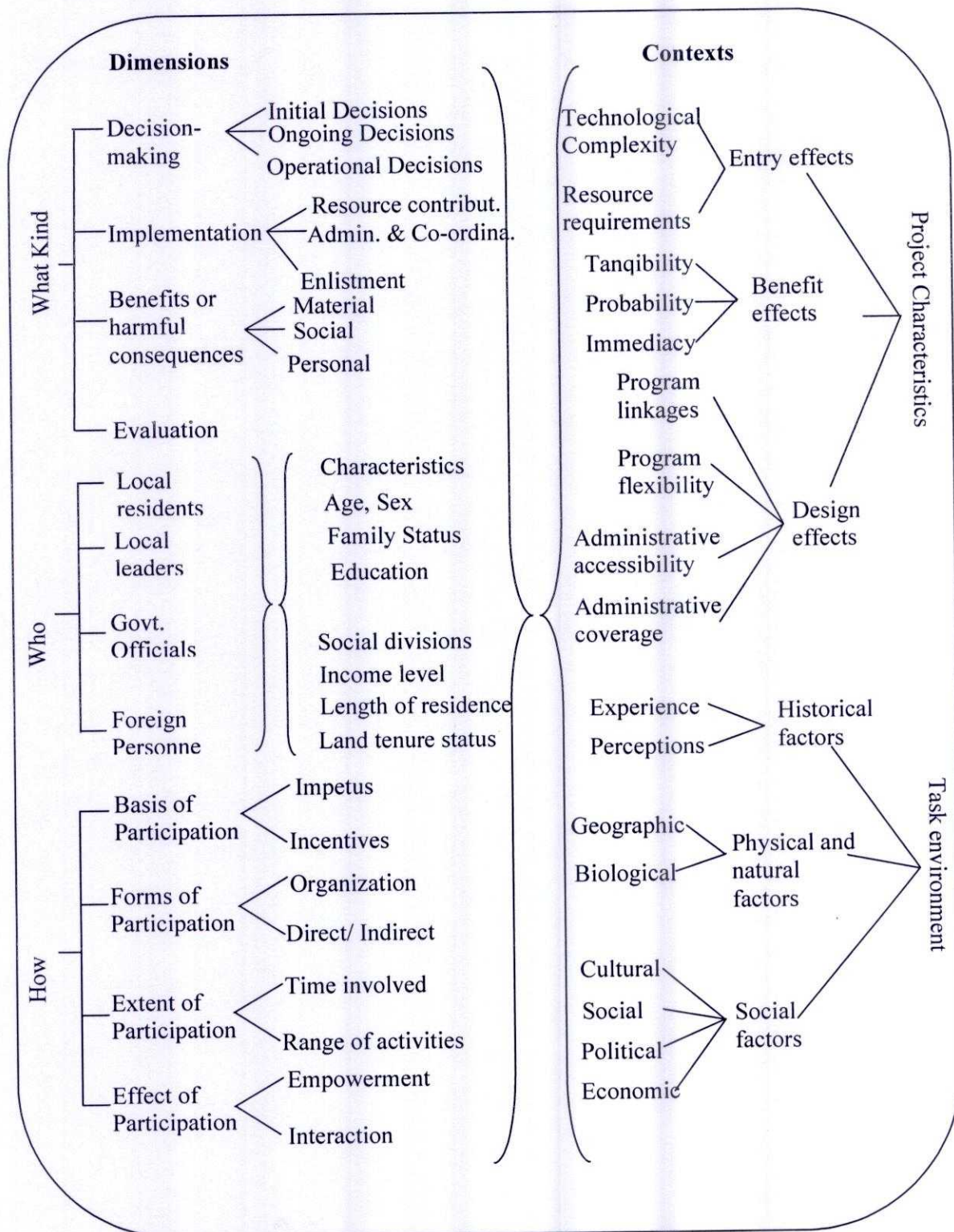
Participation, as a concept, still lacked a systematic theoretical ground, agreed common criteria and empirical basis of judgment in the social sciences. The new development strategies, like growth with equity, redistribution with growth, the basic needs approach and the people centered development approach, identified participation of the intended beneficiaries in the planning and implementation process of the programs as an appropriate alternative (Ahmed 1987: iii).

Among the paradigms or models suggested for evaluating and analyzing 'participation', the framework put forwarded by Cohen and Uphoff (1980), may be considered the most comprehensive one. They explored the place of participation in rural development by digging into the historical context of its emergence as a development strategy. For this study, participation has been measured around three basic and fundamental dimensions²; (1) What kind of participation takes place, (2) Who participates and (3) How the process of participation takes place. For a detailed elaboration of these three basic and key questions, a self-explanatory diagram is included in Figure 7.

¹ In addition to the extended Block Grant, there is also a conventional block grant given to each UP under relatively relaxed conditions.

² For detail see figure 7.

Fig-7: Basic framework for describing and analyzing rural development participation



Source: Cohen and Uphoff (1980) (cited in Ahmed, 1987: 17)

The evaluation of people's participation by asking the three basic questions with the variables systematically placed in the diagram may help to analyze the nature, extent and impact of any participatory program that might lead to a clear conclusion within the following criteria:

1. Whether participation was voluntary, promotional or based on incentives
2. Whether it was manipulation or mobilization effort by central government for legitimization of its own position
3. Whether (empowerment) power to the people or people centered development was the main goal
4. Whether administrative or managerial efficiency in service delivery system was achieved

Accountability

Social accountability has been defined as "an approach towards building accountability that relies on civic engagement, i.e., in which it is ordinary citizens and/or civil society organizations that participate directly or indirectly in exacting accountability" (Malena, Forster and Singh, 2004: 1). Social accountability initiatives include 'traditional' forms, such as public demonstrations, advocacy campaigns, investigative journalism; and, the recent ones such as citizen report cards, participatory public policy making, public expenditure tracking, and "efforts to improve the effectiveness of "internal" accountability mechanisms of the government, for example by involving citizens in public commissions and hearings and oversight committees" (Malena, Forster & Singh 2004:4).

The proponents of social accountability maintain that by involving citizens in initiatives geared towards demanding accountability of elected leaders, social accountability also strengthens democracy. The monitoring of government performance and demand for transparency protects against corruption.

Recent practices implementing the concepts of social accountability include, among others, participatory budgeting, public expenditure tracking, monitoring of public service delivery, investigative journalism, public commissions and citizen advisory boards. A key feature of such practices is the increased reliance on CSOs (Civil Society Organization) – to influence government priorities for spending and reform,

and monitoring public expenditures. Some of the best models have arisen at the local level, either from civil society or local government usually with external donor support, and signal the importance of reaching down to local levels for innovation.

The second component of LGSP is to institutionalization of accountability in the Union Parishads. In the present study, the accountability of Union Parishads has been tried to measure by the level of respondent's participation in the development planning and project implementation process, and in the open budget meeting-respondent's perception about the consideration of their opinion and about the enthusiastic participation in the development planning program, respondent's response about publishing progress report on ongoing project, role of scheme Implementation Committee (SIC) and Scheme Supervision Committee (SSC), and the level of consideration of peoples' demand by the UPs for implementing the projects under LGSP.

Capacity building

Union Parishad has been facing considerable problems. One of these problems is the level of professionalism of local elected representatives. Although many local politicians are popular and have a high profile, often they do not have an understanding of local public administration, updated information, rules and responsibilities, and do not have the skills or awareness to use specialists/experts from different areas.

It is essential to enhance and develop confidence, leadership and skills of the public representatives of Union Parishad to improve as well as develop their capacity to learn, innovate and share knowledge and expertise about what works and how.

Community empowerment

Community empowerment is the process of enabling people to shape and choose the services they use on a personal basis so that they can positively influence the way those services are delivered. It is often used in the same context as community engagement, which refers to the practical techniques of involving local people in local decisions and especially reaching out to those who feel disconnected from public decisions.

Chapter 4

Assessment and LGSP Interventions

LGSP has covered all six Upazilas of Narsingdi District and it has been implemented at six unions of Belabo Upazila in Narsingdi District. Belabo and Narayanpur Union was included under LGSP from 2007-2008, Binyabaid and Patuli Union was included from 2008-2009. Other two union i.e Beznabo and Belabo Unions had been selected for inclusion in the LGSP from 2009-2010. The first four unions of Belabo upazila were made an in-depth study by the researcher.

Assessment of General Respondents' perception

To attain the objectives of the present study, assessment of the general respondent perception is very important because they are the main stakeholders of LGSP program. Perception of the general respondent in the study area has been described below:

Block Grant

Block Grant transfer or fiscal transfer is the main driving force to achieve objectives of LGSP. From analysis it is seen that in Belabo Union 58.33%, in Narayanpur Union 50%, Binyabaid Union 45.45% and in Patuli Union 42.85% respondents are informed about LGSP and the rest of the percentage of the respective union do not know about LGSP (table 4).

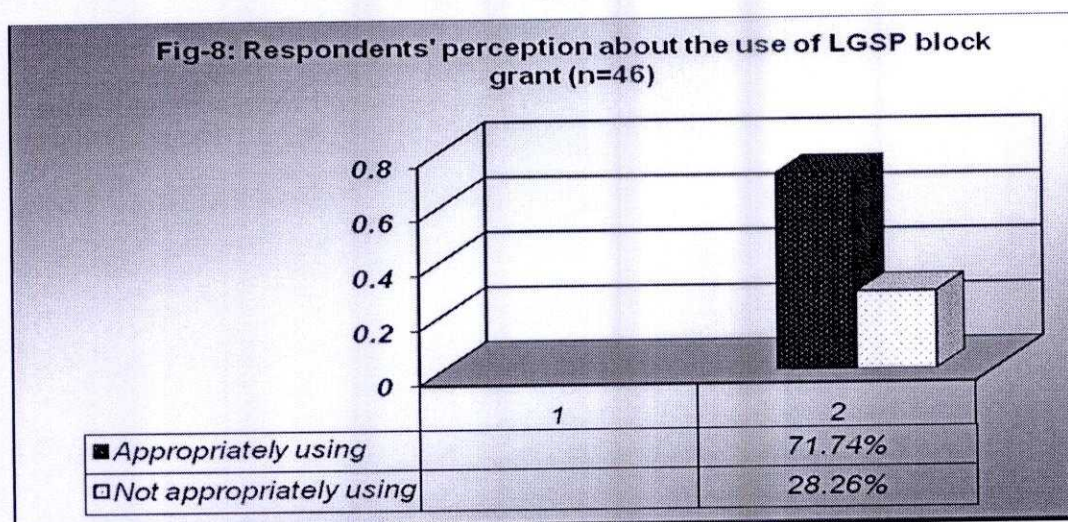
In all four unions, i.e. out of 93 respondents (general people) about 49.46% know about LGSP and 50.54% respondents do not know about LGSP. Among the male respondents 68.75 % knows about LGSP and among the female respondents only 6.89% know about LGSP (table 4).

Among the general respondents (46) who were informed about LGSP, of them 58.70% knew how much money came under LGSP in the UP in the last year and the rest of the percentage did not know about the block grant amount (table 4).

Table 4: Awareness analysis of the respondents (general people) about LGSP in the study area.

Awareness analysis about LGSP	Result							
	Belabo Union		Narayanpur Union		Binyabaid Union		Patuli Union	
	Know	Don't know	Know	Don't know	Know	Don't know	Know	Don't know
Union wise response of the respondents (general people) about LGSP, n=93	58.3%	41.7%	50%	50%	45.5%	54.5%	42.9%	57.1%
Union wise response of the respondents (general people) about LGSP in all four unions, n=93	Know				Don't know			
	49.46%				50.54%			
LGSP awareness among male and female respondents in all four unions, Male (n)=64 and Female (n) = 29	Male				Female			
	Know		Don't know		Know		Don't know	
	68.75%		31.25%		6.89%		93.11%	
Respondents (who knows about LGSP) response about block grant amount, n=46	Know				Don't know			
	58.70%				41.30%			

Source: Survey data



Source: Survey data

Out of the 46 respondents who knows about LGSP, 71.74% thinks that the budget allocated under LGSP is appropriately using for the local development and the rest of the respondents 28.26% do not think so (figure 8); they argued that the fund is using

according to the desire of chairman, member and scheme implementation committee and they do not show any report to the people about the use of fund.

Participation level in the development process

Out of the 46 general respondents (who knew about LGSP), 39% had been participated at least one time in the development planning process under LGSP and rest 60.86% never took participation in the development-planning program, though they were aware about the program (figure 9). The number of respondents who were participated in the development planning process was 18 out of the total respondents (93). So here the people's participation rate is 19.35% (among the general respondent).

From figure 10 it is observed that among the participated respondents about 89% think that opinions given by the people in the development planning program had considered with proper importance and rest of the respondents (11%) differ from the others; they told that only the opinion of the influential persons are considered. From figure 11 it was also observed that about 72% respondents (who participated in the development planning process) think that people participate in the development planning program willingly and spontaneously but rest of the respondents 28% did not think so; they argued that people come to the meeting with a hope of getting something.

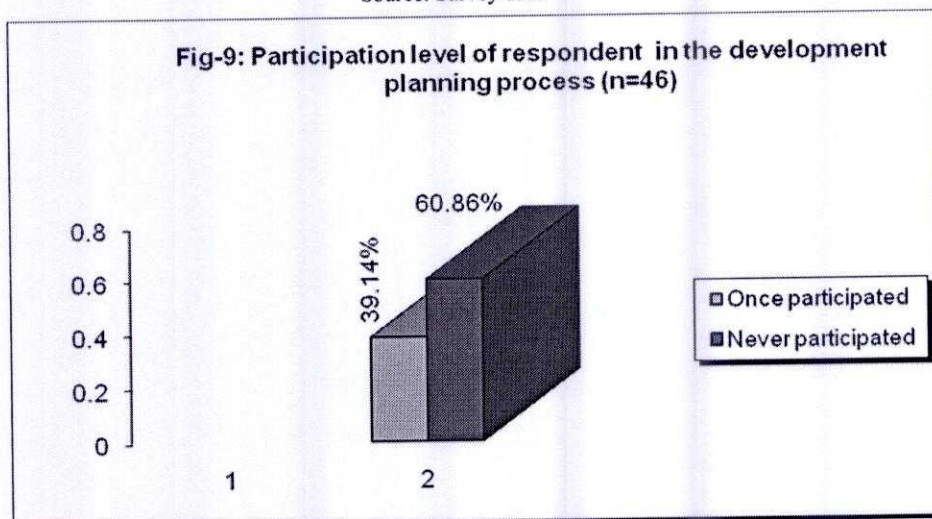
About 83% respondents (who participated in the development planning process) think that problem identification and priority decision making has done in their ward with the presence of the ward people but about 17% respondents differ this opinion (table 5); they told that we did not attend any such program where priority problem identification and decision making took place. About 89% respondents (who participated in the development planning process) think that in the process of project planning, people can give their opinion independently regarding their local common problems and solutions but about 11% respondent do not think so; they told that though we can speak independently but we are not valued properly, only the influential persons are evaluated (table 5). About 72% respondents (who participated in the development planning and implementation process) opined that after the

intervention of LGSP, peoples' participation rate in the functions of Union Parishad has increased but the rate is not satisfactory (table 5).

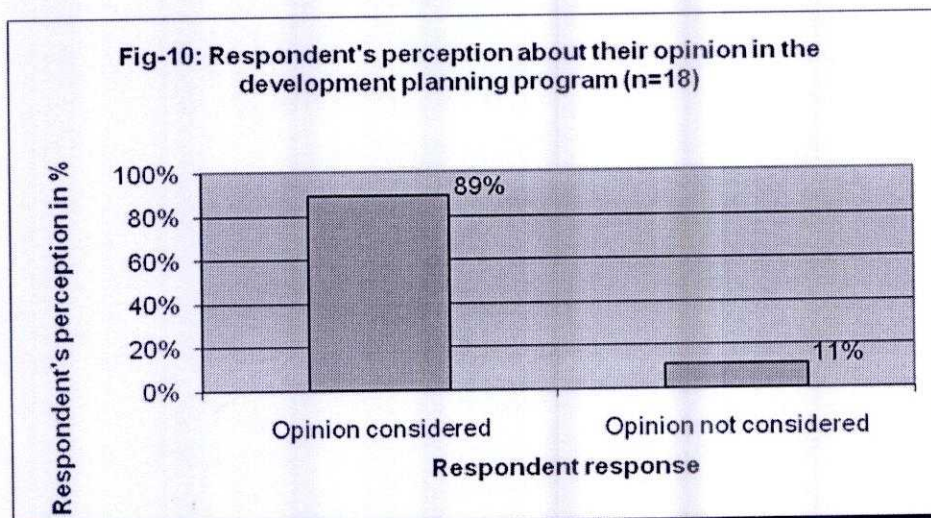
Table 5: Participation analysis by the respondents (who were participated in the development planning program) in the study area.

Respondents' perception/response	Result (n=18)	
	Positive response	Negative response
About problem identification and priority decision making.	83%	17%
About their freedom to give opinion in the development planning program.	89%	11%
About peoples' participation rate in the function of Union Parishad after the intervention of LGSP.	72%	28%

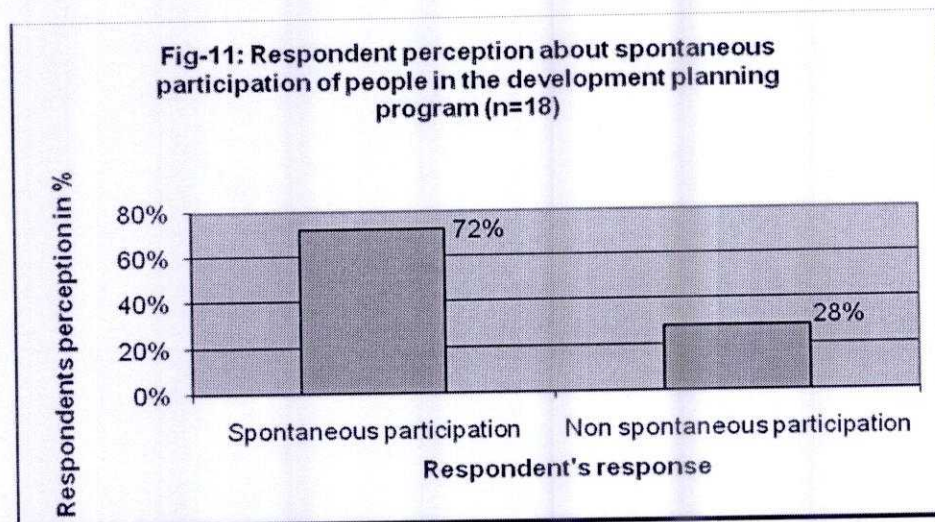
Source: Survey data



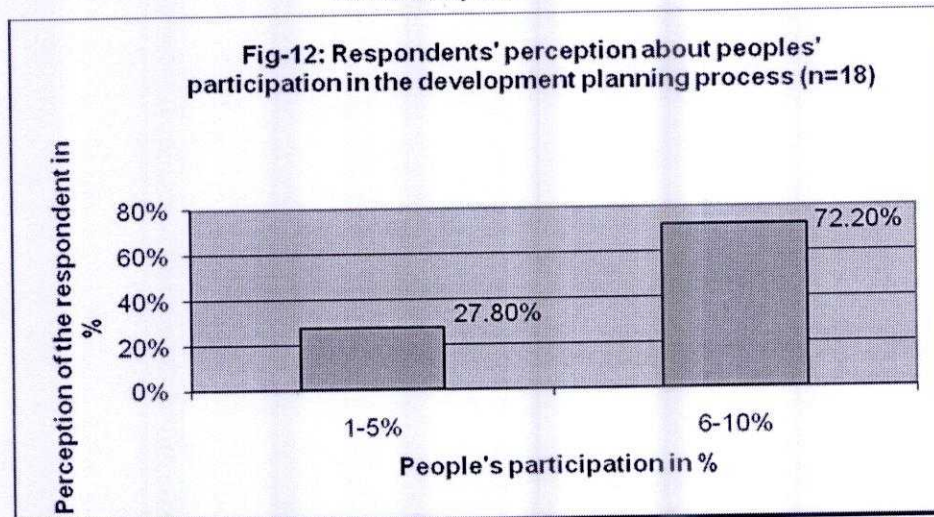
Source: Survey data



Source: Survey data



Source: Survey data



Source: Survey data

About 72% respondents' perception (who participated in the development planning process) was that the people who participate in the development planning process is about 6-10% of the total ward people and 28% respondents' perception is that about 1-5% of the total ward people participate in the development planning program. From the perception of the respondents it can be said that around 10% of the ward people participate in the development planning process (figure 12).

Ensuring Accountability

The intervention of LGSP has made significant impact on the peoples' involvement in the open budget meeting, which is making Union Parishad accountable to the people in the sense that people come to know how and where the budget is going to be

utilized for local development and if, Union Parishad do not work as per open budget decision, people may have the option to give their opinion in the next election.

Among the 93 respondents (general people) 38% told that annual planning and budgeting has been finalized through open budget meeting at their union but a significant number of respondents (62%) told that they do not know anything about open budget meeting (figure 13). From field observations it was found that due to lack of sufficient publicity people are not aware of the open budget meeting.

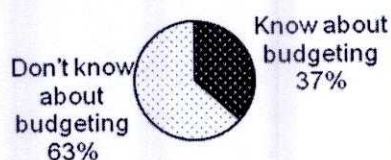
Out of 18 respondents 61% opined that in the development planning process people of different classes participate and they give their opinion but 39% respondents think that only the selected people attend the open budget meeting and people are not much aware of the open budget meeting (table 6).

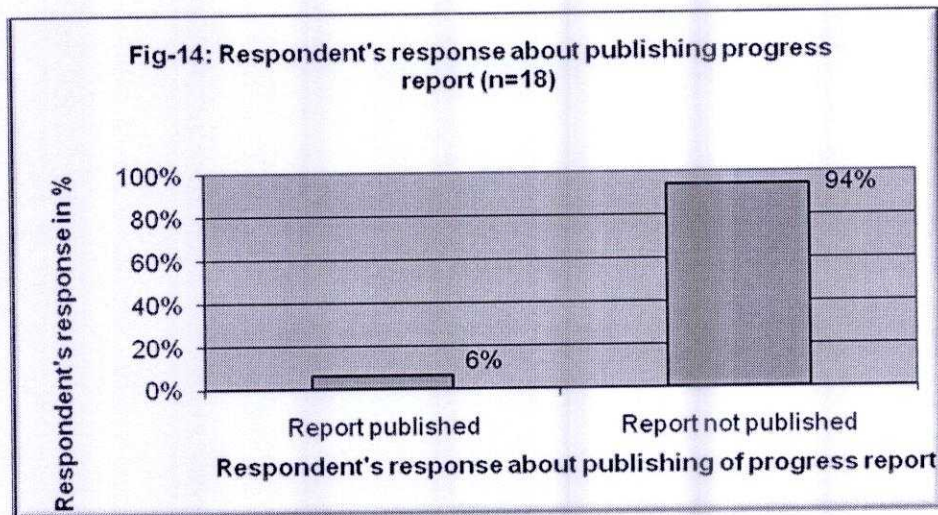
Table 6: Respondents' (who were participated in the development planning process) perception analysis in different aspects.

Respondent's perception	Result (n=18)	
	Positive response	Negative response
About the participation of people of different class in the development planning process.	61%	39%
About the participation of the people in the implementation process of LGSP.	44%	56%
About the priority of their demand in the implemented projects under LGSP.	94%	6%
On changes nature of accountability of UP after intervention of LGSP.	89%	11%

Source: Survey data

Fig-13: Respondents' awareness about participatory open budgeting (n=18)





Source: Survey data

About 44% respondents think that peoples' participation in the project implementation process is satisfactory but 56% respondent think that peoples' participation in the implementation process is not satisfactory (table 6); They argued that member in the scheme implementation committee from the ward people are the political and influential persons, who makes unholy alliance with other members of the committee and general people do not know how they are spending the fund.

About 95% respondents told that Union Parishad do not produce any progress report about any ongoing project under LGSP in front the people and only about 5% respondents told that UP produce progress report before stakeholder. As per operational manual, SIC supposed to prepare a monthly progress report with the presence of stakeholders and to produce it before the ward people after every three months in an open meeting. This is a very important tool for ensuring accountability of SIC, but its level of practice is almost zero (figure 13). About 95% respondent thinks that demand of the local people has been given priority for the implemented projects under LGSP and only 6% respondent differ this opinion (table 6); they think that projects are prioritized favoring the supporters of the chairman and members.

About 89% respondent's perception is that accountability of UP has increased to the people after introduction of LGSP and only about 11% respondent still think that UP functions are not fully transparent and accountable to the people (table 6).

Overall performance and development activities of UP after LGSP

About 87% respondents (who knows about LGSP) believe that performance of UP has improved after the intervention of LGSP; they told that now-a-day, UP at least call them and ask them about the annual plan and people are involved in the implementation process when previously they were quite unaware about the annual plan of Union Parishad. The rest 13% believe that performance of UP did not change except some projects implemented under LGSP (table 7).

About 93% respondents' perception is that interaction between UP members and local people has increased after the intervention of LGSP and about 7% respondents think that there is no improvement in the interaction between UP members and local people (table 7); they told that interaction has increased only with the persons who are involved with the projects under LGSP.

All respondents (100%) (only general respondents who knows about LGSP) believe that development activities of UP have increased after the intervention of LGSP. About 65% respondents (only general respondents who knows about LGSP) believe that after the intervention of LGSP, it has created temporary employment opportunities for the poor women and unemployed people but rest 35% respondent think that the projects taken under LGSP only for the time being and only a very few number of people can get opportunity to work under LGSP (table 7).

Table 7: Respondents' (who were participated in the development planning process) perception analysis in different aspects.

Perception/Response of the respondents'	Result (n=18)	
	Positive response/Perception	Negative response/Perception
About the performance of Union Parishad after the intervention of LGSP.	87%	13%
About the interaction between local people and UP after the intervention of LGSP.	93%	7%
About the development activities of UP after the intervention of LGSP.	100%	0%
About the creation of employment opportunity due to the intervention of LGSP.	65%	35%
About the impact of the projects implemented under LGSP.	100%	0%

Almost all respondent said that the projects, which had been implemented under LGSP is creating positive impacts on their lives or on the society because people are benefitting continually from the implemented projects.

Assessment of LGSP by the member of SIC and SSC

Total nineteen members (twelve from scheme implementation committee and seven from scheme supervision committee) were interviewed to assess the role of LGSP from their perspectives.

Almost 100% (19) respondent said that peoples' participation has increased in the function of Union Parishad after the intervention of LGSP but this number is not so significant. They also said that accountability of UP has increased to the people because now people know about the budget and UP is bound to implement it as the general people are involved in the scheme implementation committee (table 8).

Table 8: Perception analysis of the member of SIC & SSC in different aspects of LGSP.

Respondents' Perception (member of SIC & SSC)	Result (n=19)	
	Positive response/perception	Negative response/perception
About peoples' participation & increasing accountability of UP after intervention of LGSP.	100%	0%
About the use of budget allocated under LGSP.	89% (using properly)	11% (not using properly)
About the creation of employment opportunity under LGSP.	79% (created opportunity)	21% (not created opportunity)

Source: Survey data

Out of 19 respondents, 89% believe that the budget allocated under LGSP is appropriately being used for local development but 11% respondent think that a portion of the budget is used incongruously. They argued that a portion of the budget is used for giving bribe to the Upazila engineer to make the project design and estimation and to the audit team for performing audit even though the accounts have no problems (table 8).

About 79% respondents think that LGSP has created temporary employment opportunity for the poor people and 21% respondents think that LGSP has created work opportunity for unemployed people only for few days (table 8).

Assessment of LGSP by Upazila Nirbahi Officers (UNO)

Total of five (5) UNOs were interviewed to evaluate the performance of LGSP who were related officially in the implementation process of LGSP. Among them, four (4) UNO thinks that LGSP is partially successful in involving the peoples' participation in the local development activities spontaneously and one (1) UNO think that LGSP is moderately successful in this regard. All five UNO think that LGSP is partially successful to ensure the accountability and transparency in the activities of Union Parishad and they also think that LGSP is partially successful for increasing the capacity of Union Parishad.

Only 1 UNO thinks that LGSP had created employment opportunity for the women & poor people and 4 UNO think that LGSP could not create employment opportunity for the women and poor people. All five UNO said that the fund allocated under LGSP is not received timely which create problem for proper implementation of the project. Among the five UNOs, four UNO think that LGSP is not playing the role to eradicate poverty directly but it is creating positive impact on the life style in the society.

Assessment of LGSP by Deputy Director Local Government (DDLG)

Out of the 11 DDLG, 10 think that LGSP is partially successful in involving the people's participation in the local development activities spontaneously and same percentage of DDLG think that LGSP is partially successful in ensuring the accountability and transparency in the activities of Union Parishad and increasing the capacity of Union Parishad.

Only 1 DDLG think that LGSP has created employment opportunity for the women and poor people and 10 DDLG think that LGSP could not create employment opportunity for the women and poor people. All DDLG (11) said that the fund allocated under LGSP is not received in the field level timely. Ten (10) DDLG think

that LGSP is not playing its role to eradicate poverty directly but it is creating temporary work opportunity for the poor people.

Assessment of LGSP by the member of Union Parishad

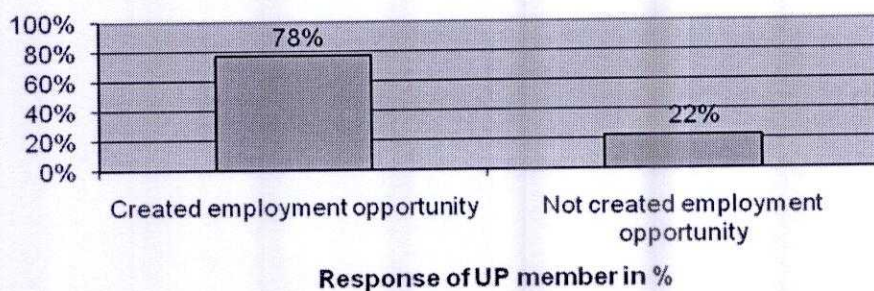
Total eighteen members of Union Parishad (including both chairman and member) were interviewed. Among them, 83% thinks that LGSP is moderately successful in involving people in the development planning and implementation process. From the field experience and the positive attitude of these members it can be interpreted that though LGSP is not fully successful in involving the people' participation in the function of Union Parishad activities but the present scenario is far better than what went before. 17% respondents think that LGSP is partially successful in involving people in its activities because people are too careless to participate and do not feel ownership and they think it is wastage of time. About 78% respondents think that LGSP is moderately successful in increasing the capacity and ensuring accountability of Union Parishad; they told that after the intervention of LGSP, now they are closer to the people for decision making and implementation process and also in implementing many small projects which are fulfilling the local demands. They also told that we have been given training and our activities are supervised continuously by the Upazila and district facilitator; all these activities have helped the Union Parishad to increase their capacity and to be accountable to the people. 22% respondents assume that LGSP is partially successful in ensuring accountability and increasing efficiency of UPs; they told that the grant under LGSP is too small to take big projects to involve people to a great extent, and give training to the UP members (table-9).

Table 9: Perception analysis of the member of Union Parishad regarding peoples' participation and accountability of Union Parishad.

Perception of the member of UP	Result (n=24)		
	Partially success	Moderately success	Completely success
About the success of LGSP to involve the peoples' participation in the local development activities.	17%	83%	0%
About the success of LGSP in ensuring accountability and increasing capacity of Union Parishad.	22%	78%	0%

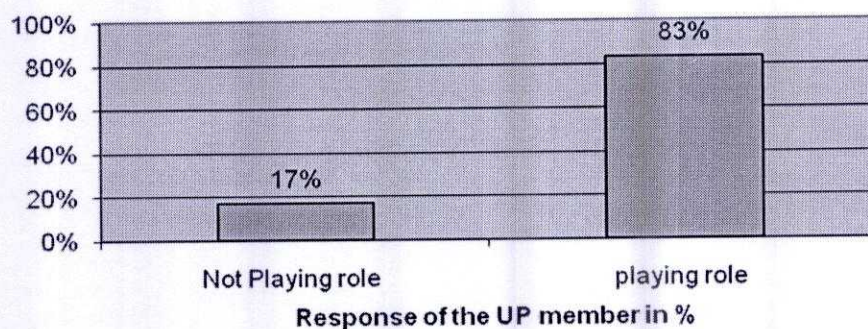
Source: Survey data

Fig-15: Perception of the member of UP about the creation of employment opportunity under LGSP program (n=24)



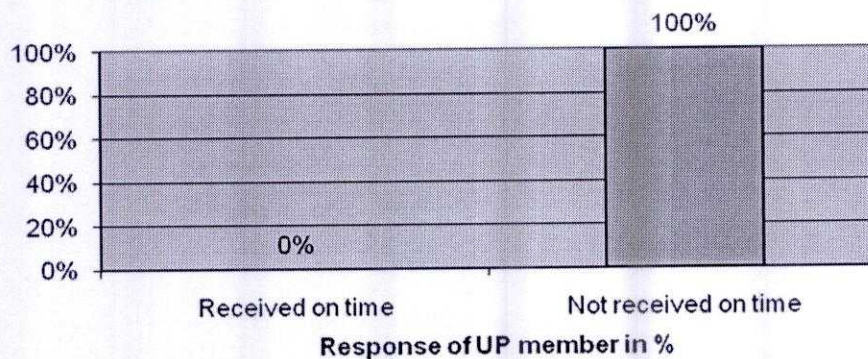
Source: Survey data

Fig-16: Perception of the member of UP about the role of LGSP to eradicate poverty (n=24)



Source: Survey data

Fig-17: Perception of UP member about the reception of fund allocated under LGSP on time (n=24)



Source: Survey data

78% respondents believe that LGSP has created employment opportunity for the women and poor people; they told that implementation of the projects taken by UPs under LGSP has created job opportunity for the unemployed people but 22% respondents believe that projects under LGSP are not able to create permanent job opportunity; they argued that such projects are only for the time being and a very few people get opportunity to work for a small period of time (figure 15).

According to the sec 2.3.1 (e) of the Union Parishad Operational Manual 2009, projects under LGSP have to consider, after analysis, the fact whether it will play supplementary role to eradicate poverty in the rural area. Surveyed data showed, 83 % respondents perceive that LGSP is playing a role to eradicate poverty; they said that unemployed poor people can earn from their involvement with the projects under LGSP which help them to eradicate poverty but rest of respondents (17%) think that LGSP are not capable to eradicate poverty; they argued that with such small projects, poverty eradication is impossible and they also argued that to eradicate poverty in true sense, large projects should be initiated so that it creates long term employment opportunity (figure 16).

All respondents (100%) said that the fund allocated under LGSP is not received timely. They told that the first installment of the projects usually reach the Union Parishad in the month of March-April and the second installment reach the Union Parishad just one month before the completion of project financial year and they are instructed to implement the budget within the financial year (figure 17).

So from the above analysis and observations it can be summarized that fifty percent respondents of the study area have no idea about LGSP and specially the women are quite unaware about it. The rest fifty percent respondents, who aware about it, expressed their opinion positively and they believe that after the intervention of LGSP, accountability of UP to the people has increased and it has created temporary employment opportunities for the poor women and unemployed people.

Chapter 5

Observations and Conclusions

From the study it appears that due to interventions of LGSP, the overall performance of the UP has increased and objectives of the LGSP have succeeded partially and the overall perception of the beneficiaries about the performance of LGSP is positive in the study area.

Block grant

Most important part of LGSP is fiscal transfer or block grant transfer from ministry to the UPs. From data analysis it is evident that over fifty percent people (50.54%) of the study area have no idea about LGSP and specially the women are quite unaware about it and rest of the respondents (49.46%) who know about LGSP, of them around 40% do not know about the amount of block grant that came under LGSP in the UP last year. Most of the respondents (who knows about LGSP) (72%) assume that block grant allocated under LGSP is used appropriately for the local development activities.

Most of the respondents (89%) of SIC and SSC think that the fund allocated under LGSP is appropriately used for local development activities. Rest of the member of SIC and SSC makes allegations against Upazila Engineer and audit team for taking bribes for project design and for performing audit.

All UNO, DDLG and member of SIC, SSC and UP said that the fund allocated under LGSP is not received timely which creates problem for implementation of the projects. They also said that the amount of block grant is not sufficient for the Union Parishad to take a big project that can create permanent employment opportunities for the poor people.

However, people specially the women are not much aware of LGSP and its fund. Awareness should be increased among the people. From analysis it is seen that fund of LGSP is being appropriately used for the development activities but corruption exists, which should be checked. Allocated block grant of LGSP should reach timely and the amount of block grant should also be increased.

Peoples' participation

Peoples' participation rate in the development activities is not satisfactory. From data analysis it is seen that people do not feel interested in participating because they do not feel ownership and they calculate the opportunity cost for the time they will spend in such meeting. Specially the poor people and women think that they will not be evaluated in such program. Sometimes people are not being properly informed by the UP; consequently they cannot participate in the meeting.

Most of the respondents (89%) (who participated in the development planning projects) think that opinion given by the people in the development planning program are considered with proper importance and 72% respondents think that people participate in the development planning program willingly and eagerly.

Most of the respondents' opinion about problem identification and decision-making based on priority have been done with the presence of ward people. Majority respondents (89%) think that people can give their opinion independently in the development planning program and most of the respondents (72%) considered that the level of peoples' participation in the function of UP has increased after the intervention of LGSP but its percentage is very low and not more than 10%.

Among the interviewed UNO and DDLG, 80% UNO and 91% DDLG think that LGSP is partially successful in involving the people in the local development activities. Among the interviewed UP member and chairman, 83% of them believe that LGSP is successful in participating the people in the UP activities.

From the above analysis it can be concluded that peoples' participation rate in the functions of Union Parishad has increased in comparison to the past but the participation rate is still far from the desirable standard.

Ensuring accountability

One of the main objectives of LGSP is ensuring peoples' participation of all cases in the open budget meeting and in the development planning and implementation process to institutionalize accountability.

From analysis it is observed that more than fifty percent respondents (62%) (among the general respondents) do not know anything about open budget meeting. Amongst the respondents who participated in the open budget meeting, a major portion (61%) think that people of different class participated in the open budget and development planning process and they can give their opinion. More than fifty percent respondents (56%) think that peoples' participation in the implementation process is not satisfactory. All the respondents said that UP do not produce any progress report about the ongoing project under LGSP before the ward people. About 95% respondent think, demand of the local people has given priority for the implemented projects under LGSP and around 90% respondents' perception is that accountability of UP has increased to the people after the intervention of LGSP. All respondents of SIC and SSC told that accountability of UP has increased to the people and the general perception of the UNO and DDLG (who are respondent of this study), LGSP is partially successful in ensuring the accountability and transparency in the activities of UP.

From observations it can be concluded that peoples' participation of different classes in the budget and development-planning process has increased but still there are some loopholes in the open budget preparation and implementation process. Regulatory forum and policy formulation is essential to minimize these loopholes for institutionalizing accountability in the UP.

Overall performance and development activities of UP

About 87% respondents (who were participated in the development planning process) believe that performance of UP has increased after the intervention of LGSP and most of the respondents' (93%) perception is that local peoples' interaction with UP has increased. Almost all respondents believe that development activities in the UP have increased after LGSP. All UNO (who are respondents) thinks that LGSP is partially successful for increasing the capacity of UP. All members of UP (who are respondents) told that overall performance of UP has increased after LGSP but the training given to the elected representatives is not sufficient to implement the objectives of LGSP.

From the above observations it can be summarized that overall performance and development activities of UP has increased but still UPs are in lack of manpower and

logistic support. Need based extensive training is necessary for the elected representatives of UP.

Employment opportunity

According to the sec 2.3.1(e) of the Union Parishad Operational Manual 2009, projects under LGSP have to select emphasizing the fact that it creates employment opportunity especially for the women and helpless people.

About 65% respondents believe that after the intervention of LGSP it has created temporary employment opportunity for the poor women and unemployed people and almost all respondent said that the projects which have been implemented under LGSP did not create any negative impact on individual lives or the society. Among the respondent of SIC and SSC, 79% think that LGSP has created temporary employment for the poor people. Among the UNOs, 80% think that LGSP could not create employment opportunity for the women and poor people and they also said that LGSP is not playing the role to eradicate poverty directly but it is creating positive impacts in the society.

About 91% DDLG think that LGSP could not create employment opportunity and it is not playing the role to eradicate poverty directly rather creating temporary work opportunity for the poor people. All UNO and DDLG said that the projects implemented under LGSP did not create any negative impact on the society. All categories of respondent said that fund allocated under LGSP is not received timely.

Therefore, it can be said that the projects implemented under LGSP are creating positive impacts on the society and are not capable of creating permanent employment opportunity for the poor people. If the block grant amount is increased then it is possible to take big projects that may create employment opportunity for the unemployed people and play its role to eradicate poverty.

From the above data analysis and observations, it can be concluded that the LGSP is an excellent start for the journey towards strengthening Union Parishad but at present, this project is too short to achieve its objectives. So the duration of this project should be increased. The perception of the general respondents who had participated in the development planning process is very positive and they said that after the introduction of LGSP, people are very enthusiastic about the functions of Union Parishad.

Chapter 6

Recommendations and Policy options

The present study was started with two research questions; i) to observe how far LGSP has been effective in fulfilling its objectives and ii) to examine the perception of the beneficiaries about LGSP or to what extent has LGSP succeeded in adding value to its beneficiaries.

From field level survey it was observed that Local Government Support Project (LGSP) is a positive initiative for strengthening Union Parishad but still it is in its initial stage to achieve its objectives to the optimum. One of the most important problems of this project is timely disbursement of fund. In the study area, it was observed that block grant under LGSP always reach from ministry to the UPs late and it takes usually 8-10 months after starting the project year. People in the study area are not aware about LGSP and specially the women are fairly ignorant about it. About 71.74% respondents (who know about LGSP) assume that the fund allocated under LGSP is being used appropriately but the rest of the respondents (28.26%) believe that the fund is being used according to the desire of the Chairmen and Member and Scheme Implementation Committee. According to the Local Government Support Project operational manual, SIC is supposed to publish progress report before the ward people, but in reality they (Member of SIC) do not reveal any progress report. Almost fifty percent (47.30%) respondents told that the persons who are included in the SIC and SSC are not neutral, but are influential political persons of their localities.

Most of the members of SIC and SSC told that the fund allocated under LGSP is being used properly but they raise a very important concern i.e. they do not get cooperation from Upazila Engineer and audit team unless they bribe them from the LGSP grant allocation.

After introduction of LGSP, extent of peoples' participation in the functions of Union Parishad has increased but the nature of participation is not satisfactory. From field observations, it was noticed that community people don't have ownership and they expect immediate profit from being involved with such activities. The mechanism, which was

described in the operational manual of LGSP for institutionalizing accountability, is not functioning properly.

Though overall performance of UPs has increased after the introduction of LGSP but it is not up to the mark because of shortage of necessary manpower, logistic support and also due to lack of necessary training /orientation of the elected representatives to use the block grant.

The projects, which have been implemented till now in the study area under LGSP, is providing benefits to the people but these projects are not capable of creating long-term employment opportunity for the poor people. Thus beneficiaries are not fully happy with the intervention as such.

Recommendations and policy options

To achieve the objectives of LGSP, the following recommendations and policy options may be considered:

Block Grant

To achieve objectives of the LGSP, specific recommendations about block grants are as follows

- Block grants of LGSP should be transferred from ministry to the UPs within at least 2-3 months ahead of the project year.
- The amount of block grants should be increased so that UPs can undertake income-generating projects for the creation of long-term employment opportunity for the unemployed people.
- For administrative and miscellaneous expenditure of UNO, DDLG and UPs, extra allocation should be earmarked in the block grants scheme.
- Field observations suggest that the LGED Engineer seem to be a reluctant partner in the design and technical support function of LGSP. Appropriate measures should be taken to make the Upazila Engineer an active catalyst agent of the LGSP.

Peoples' participation

From the present study it has been observed that peoples' participation rate in the functions of UPs is not satisfactory. Without active participation of community people of all strata in every aspect of the functions of Union Parishad, ensuring accountability is almost impossible. The followings are the specific recommendations to increase the peoples' participation in the UPs.

- Mass awareness of the rural people as designed on the LGSP must be implemented positively to enhance social awareness and participation.
- To attract people in the budget preparation and development-planning program, some strategies may be followed as for example after such program, musical amusement and provisions of light refreshment may inspire people to participate in the functions of UPs.
- Non-government organizations (NGO) should be encouraged and used in inspiring people for participating in the functions of Union Parishad with particular focus on LGSP.
- Other mechanisms like poster, leaflet, announcement and motivations are indispensable for creating awareness among the people before development planning and budgeting.

Ensuring Accountability

Although most of the respondents who were participated in the development planning process thinks that accountability to the people of Union Parishad has increased however it did not institutionalize until now. To institutionalize accountability, the present study suggests the following recommendations:

- Adequate supervision and monitoring should be increased by the Local Government Department of the Ministry of Local Government Rural Development and Cooperatives (LGRD&C).
- For intensifying the supervisions and monitoring, transportation cost/vehicle facilities and other miscellaneous expenditure should be provided to the UNOs and DDLGs.
- Independent audit cell should be set up in the Upazila level.
- Peoples' participation in every aspect of Union Parishad is the most important mechanism for ensuring accountability. Government should provide all sorts of

financial and logistic support to the UNOs, District Facilitator (DF), relevant NGOs and Union Parishad (UPs) for the maximum level of people's participation.

- According to the LGSP operational Manual, UPs those who will not publish progress report on the ongoing projects under LGSP, should be dropped from further block grants.

Overall Performance and Development activities of Union Parishad

To increase overall performance and development activities of UPs, the following are the specific recommendations of the present study:

- Need based extensive trainings for the elected representatives and members of the SIC and SSC is essential so that they can efficiently utilize the fund allocated under LGSP.
- All sorts of logistic support should be provided to the UPs immediately.
- Necessary manpower, at least one sub assistant engineer, one computer operator, one accountant and one MLSS should be appointed immediately for smooth running of UPs.

Employment Opportunity

To create employment opportunity for the women and needy people, the following are the specific recommendations for the present study:

- Block grant amount should be increased to at least ten lacs in each financial year.
- Union Parishad should take extended income generating projects with the collaboration of private organizations, which will create employment opportunity.
- Authority should be provided to the Union Parishad for mobilizing the common property resources (CPR) e.g natural forest, use of *khas* land, and cultivation of fish in the *jalmahal* using block grant under LGSP etc.

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Appendix-1

Assessment of Questionnaire (Set-A) prepared for Local People

Sample survey data, July, 2009

Table-A1: Respondent in Belabo Upozila.

Name of Union	Number of respondent		Total	Sample in % among the union
	Male	Female		
Belabo	15(62.5%)	9(37.5%)	24(100%)	25.80 %
Narayanpur	18(69.2%)	8(30.8%)	26(100%)	27.96 %
Binyabaid	17(77.3%)	5(22.7%)	22(100%)	23.66 %
Patuli	14(66.7%)	7(33.3%)	21(100%)	22.58 %
Total	64 (68.8%)	29(31.2%)	93(100%)	100 %

Source: Sample survey

Table-A2: Distribution of respondent as per age group in the study area.

Age Group	Number of respondents				Total
	Belabo	Narayanpur	Binyabaid	Patuli	
20-30	3	2	4	4	13
31-40	10	7	8	9	34
41-50	7	10	5	7	29
51 and above	4	7	5	1	17
Total	24	26	22	21	93

Source: Sample survey

Table-A3: Distribution of respondent by profession in the study area.

Name of Union	Profession					Total
	Agriculture	Business	Service	Labor	Housewife	
Belabo	9	2	3	3	7	24
Narayanpur	14	1	-	3	8	26
Binyabaid	10	4	1	2	5	22
Patuli	12	1	-	1	7	21
Total	45	8	4	9	27	93

Source: Sample survey

Table-A4: Distribution of respondent by education in the study area.

Name of Union	No. of respondents						Total respondent
	Illiterate	Primary School	Secondary school	SSC Pass	HSC Pass	Graduation & above	
Belabo	3	7	9	2	2	1	24
Narayanpur	2	9	10	1	2	2	26
Binyabaid	3	8	7	3	1	-	22
Patuli	2	7	3	4	3	2	21
Total	10	31	29	10	8	5	93

Source: Sample survey

Table-A5: Response of the respondent about block grant in the study area.

Questions for the respondent	Response of the respondent															
	Belabo				Narayanpur				Binyabaid				Patuli			
	Yes		No		Yes		No		Yes		No		Yes		No	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
A5(a) Do you know about LGSP?	12	2	3	7	13	-	5	8	10	-	7	5	9	-	5	7
A5(b) Do you know how much money came to the UP under LGSP in the last year?	7	-	5	2	8	-	5	-	7	-	3	-	5	-	4	-
Question to 'Yes' Group	How have you informed?															
	<ul style="list-style-type: none"> From public meeting From invitation letter issued by UP chairman for public meeting From Notice board hanged beside the project 															
A5(c) Do you think the budget allocated under LGSP is appropriately using for the local development?	8	2	4	-	9	-	4	-	7	-	3	-	7	-	2	-
Argument of 'No' Group	Argument why no?															
	<ul style="list-style-type: none"> Do not show any expenditure report Doubt about honesty and integrity Doubt about unholy alliance between UP member and member of SIC & SSC 															

Source: Sample survey

Table-A6 (1): Participation level of respondents in the development planning process.

Questions for the respondent	Response of the respondent in different union							
	Belabo		Narayanpur		Binyabaid		Patuli	
	Yes	No	Yes	No	Yes	No	Yes	No
A6(a) Have you participated in any development planning process of union parishad under LGSP program?	5	9	6	7	4	6	3	6
A6(b) Do you think that the opinions given by the people in the development planning program have considered with importance?	4	1	5	1	4	-	3	-
A6(c) Do you think that people participate in the development planning program spontaneously?	4	1	3	3	3	1	3	-
A6(d) Do you think that problem identification and priority bases decision making has done with the presence of people in your ward?	4	1	5	1	4	-	2	1
A6(e) Do you think in the process of project planning, people can give their opinion independently regarding their local common problem and solution?	4	1	6	-	3	1	3	-
A6(f) Do you think people's participation has increased in the functions of UP after intervention of LGSP?	10	4	9	4	8	2	6	3

Source: Sample survey

Table-A6 (2): Peoples participation in the development planning process in terms of percentage (Approximate-Respondent's perception).

Name of Union		Peoples participation in the development planning process in terms of percentage				Total respondent
		1-5%	6-10%	11-15%	16-20%	
Belabo	Number of respondents	1	4	-	-	18
Narayanpur		1	5	-	-	
Biniyabaid		2	2	-	-	
Patuli		1	2	-	-	
Respondent's perception about peoples' participation in development planning in % (App.)		27.8%	72.2%	-	-	

Source: Sample survey

Table-A7: Assessment of role of LGSP in ensuring accountability.

Questions for the respondent	Response of the respondent in different union							
	Belabo		Narayanpur		Binyabaid		Patuli	
	Yes	No	Yes	No	Yes	No	Yes	No
A7(a) Whether annual planning and budgeting been finalized through open meeting at your Union?	10	14	11	15	8	14	6	15
A7(b) Do you think that people's participation of all class has confirmed in the development planning process under LGSP?	3	2	4	2	2	2	2	1
A7(c) Do you think that people's participation of all class is being ensured in the implementation process of LGSP?	2	3	3	3	2	2	1	2
A7(d) Does UP produce any progress report about the progress of any ongoing project under LGSP before the stakeholder?	1	4	-	6	-	4	-	3
A7(e) Do you think that demand of the local people has been given priority for the implemented projects under LGSP?	5	-	5	1	4	-	3	-
A7(f) Do you think that accountability of UP has increased to the people after LGSP?	5	-	4	2	4	-	3	-

Source: Sample survey

Table-A8: Assessment about the overall performance and development activities of UP.

Questions for the respondent	Response of the respondent in different union							
	Belabo		Narayanpur		Binyabaid		Patuli	
	Yes	No	Yes	No	Yes	No	Yes	No
A8(a) Do you think that performance of UP has increased after intervention of LGSP?	13	1	11	2	9	1	7	2
A8(b) Do you think that interaction between UP members and local people has increased after intervention of LGSP?	14	-	12	1	9	1	8	1
A8(c) Do you think that development activities have increased in your locality after intervention of LGSP?	14	-	13	-	10	-	9	-
A8(d) Do you think that the projects which have implemented in your locality under LGSP has created job for the women and workless people?	14	-	12	1	9	1	9	-
A8(e) Do you think that the projects which have implemented under LGSP has created any negative impact on lives or on the society?	14	-	13	-	10	-	9	-

Source: Sample survey

Assessment of Questionnaire (Set-B) prepared for the member of SIC and SSC.

Table-B1: Assessment of the role of LGSP by the member (selected from the local people) of SIC and SSC.

Questions for the member of SIC & SSC	Response of the member of SIC & SSC			
	Yes	No	Yes (%)	No (%)
B1(a) Do you think that peoples participation has increased in the function of UP after introduction of LGSP?	19	-	100%	0%
B1(b) Do you think that accountability of UP has increased to the people after introduction of LGSP?	19	-	100%	0%
B1(c) Do you think that the budget allocated under LGSP is appropriately using for the local development?	17	2	89.5%	10.5%
B1(d) Do you think that LGSP has created employment opportunity for the women and poor people?	17	2	89.5%	10.5%

Source: Sample survey

Assessment of Questionnaire (Set-C) prepared for Upozila Nirbahi officer (UNO)

Table-C1: Assessment of the role of LGSP by Upozila Nirbahi officer (UNO).

Questions for UNO	Response of the UNO			
	Failed	Partially success	Moderately success	Completely success
C1(a) How would you evaluate the success of LGSP to involve the people's participation in the local development activities spontaneously?	-	4	1	-
C1(b) How would you evaluate the success of LGSP to ensure the accountability and transparency in the activities of union parishad?	-	5	-	-
C1(c) How would you evaluate the success of LGSP to increase the capacity of union parishad?	-	5	-	-
	Yes		No	
C1(d) Do you think that LGSP has created employment opportunity for the women and poor people?	1		4	
C1(e) Whether the fund allocated under LGSP is received timely?	-		5	
C1(f) Do you think that LGSP is playing role to eradicate poverty?	1		4	

Source: Sample survey

Assessment of Questionnaire (Set-D) prepared for DDLG

Table-D1: Assessment of the role of LGSP by Deputy Director Local Government (DDLG).

Questions	Response of the DDLG			
	Failed	Partially success	Success	Completely success
D1(a) How would you evaluate the success of LGSP to involve the people's participation in the local development activities spontaneously?	-	10	1	-
D1(b) How would you evaluate the success of LGSP to ensure the accountability and transparency in the activities of union parishad?	-	10	1	-
D1(c) How would you evaluate the success of LGSP to increase the capacity of union parishad?	-	10	1	-
	Yes		No	
D1(d) Do you think that LGSP has created employment opportunity for the women and poor people?	1		10	
D1(e) Whether the fund allocated under LGSP is received timely?	-		11	
D1(f) Do you think LGSP playing role to eradicate poverty?	1		10	

Source: Sample survey

Assessment of Questionnaire (Set-E) prepared for the member of Union parishad

Table-E1: Assessment of the role of LGSP by the member of the union parishad.

Questions	Response of the member of UP			
	Failed	Partially success	Moderately success	Completely success
E1(a) How would you evaluate the success of LGSP to involve the people's participation in the development planning and implementation process spontaneously?		3	15	
E1(b) How would you evaluate the success of LGSP to increase the capacity of union parishad?		4	14	
	Yes		No	
E1(c) Do you think that LGSP has created employment opportunity for the women and poor people?	14		4	
E1(d) Whether the fund allocated under LGSP is timely received?	-		18	
E1(e) Do you think LGSP playing role to eradicate poverty?	15		3	
E1(f) Whether the training given to the elected representatives is sufficient to implement the objectives of LGSP?	-		18	

Source: Sample survey

Appendix-2

Figure: some implemented projects under LGSP in the study area.

