

Handbook for Participants

Training on SDG Localisation in City Corporations and Paurashavas



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Project

Improved Coordination of International Climate Finance (ICICF)

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Message

After the expiration of the MDG as a Millennium Development Goal in 2015, the SDG was adopted with the direct support of all member states of the United Nations Special Conference in the last half of September 2015. The main goal of SDG is to build a Sustainable world without poverty, deprivation and discrimination for the present and future generations.

Human development was given special importance in the Millennium Development Goals. But in the SDGs, people's long-term development dreams have also been broadened, protecting all types of biodiversity, seas, mountains, forests, and establishing an effective accountable and participatory society with an emphasis on environmentally friendly innovation. In order to achieve the goals of the SDGs, it is necessary to strengthen local government institutions and make them development-oriented, service-oriented and effective. In this regard, the role of city corporation and municipality as urban local government institutions is very crucial.

I believe that urban local government institutions will play a significant role in the implementation of SDG as an important institutions of the state. For this, the concerned should be empowered through training. The National Institute of Local Government (NILG) is regularly conducting such significant training. I am delighted to know that NILG has already finalized a training manual in this regard. I am aware that before finalizing the manual, it has been reviewed by taking the views of various stakeholders through the preparation and review of the draft manual by the BUET team and by the NILG team. Thanks to all who are involved in the preparation of this manual.

It is my firm belief that the Manual will be of particular help in localizing and achieving the objectives of SDG through SDG Monitoring Tools in implementing the programmes and scheduled activities undertaken by the City Corporations and Municipalities.

Mr. Md. Akhter Hossain

Chief Coordinator (SDG Affairs)
Prime Minister's Office (PMO)
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Message

The 70th General Session of the United Nations decided to achieve 17 Sustainable Development Goals (SDGs) by 2030, with the slogan 'Leave No One Behind'. As one of the partners of the United Nations, the Bangladesh government is committed to the implementation of these development goals.

The Government of Bangladesh has ensured the participation of all stakeholders in the implementation of the SDGs. The SDG objectives are incorporated in the Five Year Plan, Vision Plan, and Delta Plan, and their implementation is closely monitored. In particular, the government has approved (39+1)=40 indicators for the purpose of sustainable development by focusing on local resources, culture, environment, and general public opinion of SDGs. Each local government institution shall adopt and implement the necessary development projects to achieve the indicators set by the government through the participation of their citizens. For this purpose, capacity building of public representatives and employees of all local government institutions in Bangladesh is crucial.

The National Institute of Local Government (NILG) has prepared a trainee handbook for Urban Local Government Institutions under the ICICF project in collaboration with development partner to accelerate the localisation of SDGs. Apart from this, SDG Monitoring Tools has been developed for the city's local government institutions through which the concerned institutions can understand whether their respective programmes and projects are compatible with the SDG goals and targets. This will increase the efficiency of City Corporations and Municipalities. Also, we hope to play a leading role in achieving the SDGs through the implementation of appropriate policy projects at the local level.

I strongly believe that the training imparted through this handbook will enhance the capacity of public representatives and employees of urban local government institutions and enable City Corporations and Municipalities to play an active role in achieving the SDG goals of the government.

Mr. Muhammad Ibrahim

Secretary

Local Government Division

Ministry of Local Government, Rural Development and Cooperatives



Message

On September 25, 2015, the 70th session of the United Nations General Assembly adopted the "2030 Agenda" for sustainable development. The "2030 Agenda" is an action plan to promote world peace and end all forms of inequality, including hunger and poverty, to ensure peace, prosperity and sustainable development for people around the world. Ending all forms of poverty, including extreme poverty, is now the world's greatest challenge, and is a prerequisite for sustainable development. In the next decade and a half, all the countries of the world will work to implement these goals through which it will be possible to end all forms of poverty of the people by achieving economic growth; Addressing the risks of climate change can be taken forward, including fulfilling the important responsibility of ending all forms of discrimination and reducing inequality. And the motto of these activities will be to follow the principle of "Leaving no one behind".

Bangladesh has already achieved the 2020 targets in some areas, progress on some indicators is on track to achieve the 2020 targets. Again, special attention should be paid to bringing the progress of some indicators to the desired level. Out of the 232 indicators of SDG, this booklet has been prepared by analyzing the data of 83 indicators obtained so far in the country. However, the lack of data remains a major challenge in reviewing SDG implementation progress, particularly in the indicators of Goals 11, 12, 13, 14 and 15. Embracing the sustainable development philosophy of moving forward with 'all in society', the Government of Bangladesh has taken the necessary steps to provide clear guidance for the implementation of each goal of the SDGs.

The key challenges facing Bangladesh in terms of sustainable development are – accelerating economic growth, widening the scope of social inclusion, stable governance and climate change mitigation and adaptation. In response to these challenges, world leaders and national policy makers are now emphasizing the importance of localisation of GHGs to accelerate progress towards each SDG goal. In Bangladesh, the national government runs various projects including institutions. The objective of such commercial programmes is to provide various assistance to the backward communities. In order to deliver the benefits of SDG implementation and development to all, local government institutions must play a more effective role.

The National Institute of Local Government (NILG) in cooperation with the ICICF project has taken initiatives to build the capacity of urban local government institutions to accelerate the localisation of SDGs. A handbook for trainees and a trainer's manual are being prepared keeping in mind the local context with the technical assistance of GIZ. The materials are being prepared by an international team jointly with BUET and NILG teams following stakeholder consultation and piloting at Khulna City Corporation. The manual analyzes how to localize SDG in urban local government institutions, link local planning with national development plans, provide a framework for local development policies, and how local government programmes can help achieve the SDGs. Apart from this, the SDG Monitoring Tools has been created for the urban local government institutions, through which the concerned organisations can understand whether their programmes and projects are compatible with the SDG ambitions and goals. As a result, city corporations and municipalities are expected to play a leading role in achieving the SDGs by assessing local conditions, identifying needs and resources, developing partnerships with stakeholders, and implementing appropriate policies and projects at the local level.

Before finalizing the training manual, feedback from all stakeholders was taken by conducting training needs assessment and validation workshops. I am particularly grateful to the Economic Relations Division, Department of General Economics, Department of Local Government, Prime Minister's Coordinating Cell on SDGs, Governance Innovation Unit for their valuable feedback and suggestions. I am thankful to the Project Director of the ICICF project for his full cooperation in preparing the training manual. Special thanks to Mr. Akhtar Hossain Sir, Chief Coordinator, Prime Minister's Coordinating Cell on SDGs for improving the manual by providing his valuable feedback during the validation workshop.

I am thankful to Miss Luciana Maia, Evandro Holz and Jorge Mariano Rossi, who are involved in the preparation of the manual. Sincere thanks and gratitude to Dr. Ishrat Islam, Dr. Mohammad Shakil Akther, Ms. Sumaiya Tabassum, Mr. Md. Abdul Khalek, Mrs. Kamrun Nahar and Mrs. Manika Mitra. Special thanks to Dr. Firdaus Ara Hossain and Mrs. Redita Rokib for their support in the preparation of the manual by providing constant suggestions.

I strongly believe that this handbook will help officials and representatives of urban local government institutions to learn SDG localisation processes and procedures. In this way municipalities and city corporations will be able to play an active role in achieving the goals of the SDGs through the implementation of their activities.

Mr. Saleh Ahmed Mujaffor
Director General (Additional Secretary),
National Institute of Local Government (NILG)



Preface

Germany has been providing development assistance to Bangladesh since its independence in 1971. Over the years, GIZ has been committed towards implementing bi-lateral projects in Bangladesh in the areas of climate change adaptation and mitigation with the financial support of Federal Ministry of Economic Cooperation and Development (BMZ). Germany remains supportive towards partner countries such as Bangladesh in the implementation of the Sustainable Development Goals (SDGs).

Bangladesh was one of the first countries to align its national development plans with the SDGs, and to launch a voluntary National Review in 2017 to report on its progress towards achieving the goals. Through the review, Bangladesh highlighted its achievements in reducing poverty, expanding access to education and healthcare, and promoting gender equality, while acknowledging the challenges that remain in areas such as climate change, sustainable cities, environmental degradation, and inequality. To address these challenges, the commitment made in the framework of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs) to “Leave No One Behind” (LNOB) is the utmost significant and transformative component. Thus, the process of localizing SDGs in Bangladesh involves identifying specific targets and indicators that are relevant to local needs and priorities. This ensures that resources are directed towards areas with the greatest need and that local communities are actively engaged in the process of achieving the SDGs. This marked a comprehensive approach to the incorporation of Local Government Institutions (LGIs) by enhancing the capabilities of City Corporations and Municipalities in the process of localizing the Sustainable Development Goals (SDGs).

I am delighted that the National Institute of Local Government (NILG), with the assistance of GIZ’s technical support, has developed a training manual on “SDG Localisation in the City Corporations and Paurashavas” of Bangladesh as well as an Excel Tool to assist City Corporations and Municipalities in identifying the scope for SDG localisation and accomplishments. I am happy to know that selected Local Government Institutes (LGIs) in Bangladesh have been trained by the experts from GIZ, NILG and BUET and there is scope to institutionalise this tool. I would earnestly request Local Government Division (LGD) to consider the tool for all city corporations and municipalities. I would like to express my gratitude to LGD for their support in this process.

The officials of the Governance Innovation Unit (GIU), Prime Minister’s Office (PMO), who have guided and contributed to the development process of the training manual, have my sincere appreciation. I would also like to express my gratitude to BMZ for their trust and support and commend the Improved Coordination of International Climate Finance (ICICF) project for their close collaboration with the National Institute of Local Government (NILG) for developing capacities to localize the Sustainable Development Goals (SDG) in the context of Bangladesh.

Dr Andreas Kuck
Country Director
GIZ Bangladesh



Message

Adapting to climate change in urban areas has been a priority area of German Development Cooperation in Bangladesh. In 2016, the ERD requested the German Government for a technical cooperation project to establish an international climate finance cell. As a result, the German government has given EUR 3.5 million to GIZ to implement the Improved Coordination of International Climate Finance (ICICF) project from June 2019. German Development Cooperation supports Bangladesh Government to identify international climate finance sources and strengthening capacities, processes, and structures of the Bangladesh Government to strategically approach bi-lateral and multi-lateral partners for climate finance and sustainable development. ICICF project engages with the Local Government Institutions (LGIs) for improving SDG Localisation by building the capacity of City Corporations and Municipalities in the areas of climate change and Sustainable Development Goals (SDGs).

The Prime Minister's Office and NILG played a critical role in setting the pathway of capacity development measures for SDG localisation in Bangladesh. Under the ICICF project, together with the help of national and international experts, NILG has developed a Training and an excel tool for SDG Localisation in City Corporations and Municipalities. This training handbook provides guidance for participants in improving SDG Localisation and identifying SDG accomplishments, which they can document back in SDG reporting to the national level. ICICF project has provided with the technical support and capacity development for applying the tools and methods to identify contributions towards achieving SDGs through planned adaptation measures as well as identify suitable climate change project ideas from the local level.

As part of the capacity strengthening process officials from Local Government Institutions (LGIs) from 2 City Corporations, Khulna City Corporation, Rajshahi City Corporation and 2 Paurashavas, Sathkhira and Sirajganj were trained. Based on this training, SDG Best Practices were collected from the selected city corporations and municipalities by NILG and validated through a Write-Shop. As the final part of the objective of SDG localisation, the collected SDG Best Practices are documented so that other City Corporations and Municipalities can learn about it and follow it.

I would like to take this opportunity to thank the officials of the Governance Innovation Unit (GIU) and the Prime Minister's Office (PMO) for guiding and participating in the development process of this Training Manual for SDG Localisation in City Corporations and Paurashavas in Bangladesh. I remain indebted to Ms. Luciana Maia, Mr. Evandro Holz and their team members as our international experts of the team. I remain grateful to the national expert team Dr. Israt Islam, Dr. Shakil Akhter and the team members of Bangladesh University of Engineering and Technology (BUET) for their excellent technical inputs in preparing the Training Manual and developing different exercises for the training. I would also like to express my heart-felt appreciation to the National Institute of Local Government (NILG) for their leadership in the development process of the tool and training and remaining committed to their critical role of strengthening the capacities of local government in Bangladesh.

Dr. Firdaus Ara Hussain

Principal Adviser, ICICF
GIZ Bangladesh

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Context

The urban areas of the world hold more than half of the world's total population and high proportion of global greenhouse gas emissions generated by urban-based activities and residents (Revi et al., 2014; Satterthwaite, Huq, Pelling, Reid, & Lankao, 2007). Though cities are engines of economic growth, but a large share of urban population lives in a poverty prone unhealthy condition lacking access to basic services and amenities. In such a backdrop, in 2015 and 2016, the global community witnessed the adoption of important global agreements that would guide development of cities and urban areas globally – among the documents, the 2030 Agenda for Sustainable Development, the New Urban Agenda and the Paris Agreement are notable. About 56% of the world population living in cities and urban areas in 2020 - which is estimated to be increased to 60% by 2030. Thus, the urban areas will play a vital role in the attainment of sustainable development goals. Similar to many other countries of the world, Bangladesh has also developed policies, strategies and plans to achieve SDG (2016-2030) and adopted climate change strategy action plans.

All the national documents and most of the sectoral documents of Bangladesh have incorporated these global agendas. Bangladesh, and in many other countries, at local level, the local actors still need support and guidance to address the global commitments. Despite all these efforts, focus on the specific needs and perceptions of the vulnerable population is still missing in the formal procedures of plan preparation and implementation process at local level. The inclusion of vulnerable groups in the planning process is the key to uphold the motto “Leaving No One Behind.”

Adapting to climate change in urban areas has been a priority area of German Development Cooperation in Bangladesh since 2014 and the ‘Improved Coordination of International Climate Finance (ICICF)’ Project is an integral part of the programme that was adopted in 2019. This project aims to achieve the following outputs:

1. Supporting the establishment of an International Climate Finance entity at ERD
2. Development of bankable climate projects achieving SDGs in cooperation with the private sector and
3. Involvement of local level actors in the achievement of SDGs in the context of adaptation projects.

Bangladesh government have also taken steps to achieve SDG (2016-2030) and to manage the impacts of climate change through its long-term and short-term plans (such as 8th Five-year plan 2020 - 2025), Perspective Plan (2021- 2041); Bangladesh Delta Plan 2100) (General Economic Division, 2020a; General Economic Division, 2020b; United Nations, 2015;). The Perspective Plan (2021-2041) of Bangladesh is envisioned in four 5-year phases. The first phase starts with the 8th Five Year Plan. In this backdrop the 8th Five Year Plan focuses on six core themes, among them following five themes are directly linked with global commitments of SDG and climate change goals of adaptation and mitigation:

- GDP growth acceleration, employment generation, productivity acceleration and rapid poverty reduction;
- A broad-based strategy of inclusiveness with a view to empowering every citizen to participate fully and benefit from the development process and helping the poor and vulnerable with social protection-based income transfers;

- A sustainable development pathway that is resilient to disaster and climate change;
- Entails sustainable use of natural resources; and successfully manages the inevitable urbanisation transition;
- Development and improvement of critical institutions necessary to lead the economy to UMIC status;
- Attaining SDG targets and coping up the impact of LDC graduation.

Bearing this in mind, one of the expected outputs of the project “Improved Coordination of International Climate Finance (ICICF) Project” of GIZ is to involve the local level in the design, planning and implementation of an SDG-linked climate project. To involve the local level actors in SDG implementation in the context of adaptation projects, it is necessary to demonstrate how to involve the local level in planning and implementation of an SDG-related climate project. The climate projects are more viable for international funding if SDG contributions and needs of local target groups are integrated. This enables all relevant stakeholders - especially vulnerable target groups - to articulate their needs in line with the Agenda 2030 principles of "shared responsibility" and "leave no one behind" (LNOB). The narrative for City Corporations/ Paurashavas to engage with ICICF project comes with the benefit of improved capacities to recognize SDG contributions and report on SDG achievements, including best practices. It is expected that the eligibility of climate projects increases if SDG objectives are already integrated in the planning process and local target groups are included in the planning process.

Under the scope of output 3 (Involvement of local level actors in the achievement of SDGs in the context of adaptation projects), the ICICF project intends to engage with local government institutions for SDG Localisation by building the capacity of City Corporations and Paurashavas in the areas of Climate and Sustainable Development. The National Institute of Local Government (NILG) has a national mandate to strengthen the LGIs in the country by building capacities and conducting relevant research activities. NILG has developed and implemented a Training of Trainers (ToT) Manual on SDGs for Zila (District) and Upazilla (sub-district) level. This Manual has been a useful starting point for SDGs Localisation especially in subnational LGIs. ICICF project along with NILG has identified a clear opportunity to build on, and further expand this ToT to cover the SDGs localisation process at the urban LGIs especially City Corporations and address major environmental and sustainability issues related to LGI operations.

Further outcomes of the training are:

- Improving the general understanding of the relevance of local actors in delivering the Agenda 2030, helping to make sense of the global goals at the local level
- Fostering a practice-oriented understanding of relevant targets and indicators
- Providing concrete ideas for implementation in the context of day-to-day work
- Offering opportunities for horizontal / peer-to-peer learning and to gain important insights through the exchange of experiences.

The Concept of the Training

The training materials, methodology and localising tool developed build strongly on the GIZ tool called City WORKS, developed by the Sector Programme Cities, as well as on long-standing GIZ experience with practice-oriented and interactive learning.

City WORKS is conceived as a set of interlinked tools that help cities realise, analyse and tackle the implications of global agendas in cities. The toolkit offers a targeted step-by-step process which:

- Provide an overall understanding of the interlinkage of global climate goals and sustainable development goals (SDGs) and the challenges and opportunities at the local level
- Support cities to identify and prioritize SDGs and climate aspects relevant from them, while also linking their current projects to reporting formats at the national level

-
- Increase visibility of local efforts nationally and internationally by jointly developing and testing Voluntary Local Reviews formats (including localizing national indicators)
 - Support cities, on the long run, in working result-oriented and taking evidence-based decisions

City WORKS will be applied in Bangladesh to build the capacity of City Corporations and Paurashavas to (a) ensure alignment of suitable project ideas to the achievement of Agenda 2030/SDGs and other global agendas and (b) catalysing their potential to promote positive social, environmental and economic impact in the areas of climate change mitigation and adaptation and Sustainable Development.

Projects are more viable for international funding if SDG contributions and needs of local target groups are integrated. This enables all relevant stakeholders - especially vulnerable target groups - to articulate their needs in line with the Agenda 2030 principles of "shared responsibility" and "leave no one behind" (LNOB).

The application of City WORKS in Bangladesh will be via the National Institute of Local Government (NILG), which will act as disseminators in line with their mandate to strengthen the Local Government Institutions (LGIs) in the country, with the support of the Bangladesh University of Engineering and Technology (BUET).

During the pilot training (Part 1), invited officials of the Khulna City Corporation, together with selected officials from NILG will experience the application of selected tools from City WORKS and customised tools that included national and local aspects and provide valuable feedback about these approaches. Afterwards (part 2) the training will focus on providing methodological / didactical and practice-oriented training skills while also offering trainers from NILG the opportunity to apply and further develop these skills (trainers on stage).

The aim of practice-oriented and interactive learning is to convey teaching messages mainly through interactive practical work done by the trainees. The training is usually facilitated by two or more trainers, and is offered to a range of 10 to 25 trainees.

Different blocks or modules compose each of the trainings and most of them follow the same sequence, including the elements (and complemented by games, movies, action learning exercises):

- A brief introduction given by the trainer provides the necessary theoretical background and introduces participants to their task in the case work/activity.
- The case work/activity gives participants the opportunity to work in groups through the different aspects linked to cities and climate change.
- The plenary/wrap up / harvesting discussion is the space to reflect on what has been learned, to share experiences and for mutual learning. Trainers guide through questions and consequently offer alternatives and corrections where necessary. In a final reflection, the participants reassume their own real-life position to link the gained findings into their own experience.

To support the learning/teaching activities, a different set of training materials has been developed:

- A library of PowerPoint slides (to be presented by trainer and later handed over as soft copies to trainees) supports the introductory input for each module and the explanation of the tasks / group work.
- The main material to be used by participants is the Training Manual / Handout, which contains the instructions and necessary information for the case-works and exercises, and additional information;
- A Trainer's Handbook is also available. Besides the basics on participatory training methods (part 1), it also provides necessary information for running each module (part 2 – facilitation plan)
- Evaluation, pre- and post-training assessment as well as a list of resources and materials are also provided

As a trainee, be invited to bring in your knowledge and experiences during the group works and harvesting, be open and friendly in the discussions, this way make the training a successful experience for all. Moreover, below you can find some guidance for effective group work:

- For effective and efficient work, a working group should select a facilitator, a timekeeper and a presenter.
- Take your time to read through the task description and see if everybody is on board.
- The working groups work independently.
- Facilitators and resource persons can be asked for advice.
- If not explained differently, matrixes should be worked through in grid lines (not rows)
- The main learning objective is to learn about the systematic approach and not to be complete/have the right answers in the task.





1.1 The Context of Sustainable Development Goals (SDGs)

The concept of sustainable development first appeared in development discussions in the late eighties of the last century. In 1987, the World Commission on Environment and Development (WCED) also known as the “Brundtland Commission” under United Nations, published a report on sustainable development, which gives an idea of sustainable development for the first time. The Brundtland Commission defined ‘Sustainable Development’ as development that meets the needs of the present generation without harming future generations. Later this concept became well known to the world through the ‘Earth Summit’ which was held in Rio de Janeiro, Brazil in 1992.

Important development concepts such as ‘sustainable development’ focusing on the environment and ‘human development’ to ensure a dignified life of people were developed and spread in the last decade of the last century. In 2000, the United Nations announced the Millennium Development Goals (MDGs), abbreviated as MDGs, to accelerate development in developing countries within 2015. Bangladesh’s achievements in implementing MDG goals are outstanding among developing countries. It should be noted that the MDGs had 8 goals which promised the global fight against hunger, poverty, education and socio-economic inequality.

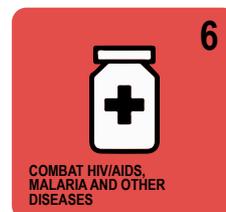
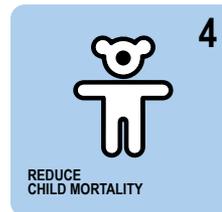
Millennium Development Goals (MDG)

In 2000, world leaders announced the MDGs in view of the new millennium with the conviction to see the future world free from hunger, poverty and deprivation. The MDG sets out eight goals and eight targets to achieve these goals. The goals are-

1. Eradicate extreme poverty and hunger.
2. Achieve universal primary education.
3. Promote gender equality and empower women.
4. Reduce child mortality.
5. Improve maternal health.
6. Combat HIV/AIDS, malaria and other diseases.
7. Ensure environmental sustainability.
8. Partnership for Development

Millennium Development Goals were supposed to be achieved by 2015 but before that world leaders realize that with the narrower framework of MDG it would not be possible to improve the development realities of not

The 8 Millennium Development Goals



only the current generation but also future generations. Following this, the ‘Sustainable Development Goals’ were developed with the participation of thousands of young students, development researchers and politicians and political leaders in numerous meetings, seminars and workshops worldwide. Finally, in the special conference of United Nations held in New York on September 25-27, 2015, adopted the Sustainable Development Goals (SDGs) with the direct support of all countries.

Building a beautiful world free of hunger, poverty, deprivation and discrimination for present and future generations is the main motivation behind sustainable development. And at the root of this development goal is the call to love the earth and to emphasize the limited and pollution-free use of vital environmental elements such as soil, water and air to prevent climate change. While the Millennium Development Goals (MDG) have given special importance to human development, the long-term development dreams of people have been broadened to include the responsibility of protecting all types of biodiversity, including the protection of oceans, mountains and forests. Emphasis has been placed on eco-friendly innovations and the use of renewable energy (such as solar, hydro and wind) has been widely encouraged.

The Sustainable Development Goals are expected to accelerate the efforts to build an inclusive and sustainable society over a decade and a half (2016-2030). SDG is the foundation of an effective accountable and participatory society and state in the coming decade and beyond.

1.2 Sustainable Development Goals



Figure 1.1: Overview of the Sustainable Development Goals (SDGs)

- SDG 1.** End poverty in all its forms everywhere
- SDG 2.** End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- SDG 3.** Ensure healthy lives and promote well-being for all at all ages
- SDG 4.** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- SDG 5.** Achieve gender equality and empower all women and girls
- SDG 6.** Ensure availability and sustainable management of water and sanitation for all
- SDG 7.** Ensure access to affordable, reliable, sustainable and modern energy for all
- SDG 8.** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- SDG 9.** Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation
- SDG 10.** Reduce inequality within and among countries
- SDG 11.** Make cities and human settlements inclusive, safe, resilient and sustainable
- SDG 12.** Ensure sustainable consumption and production patterns
- SDG 13.** Take urgent action to combat climate change and its impacts
- SDG 14.** Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- SDG 15.** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- SDG 16.** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- SDG 17.** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Exercise 1.1: Pair-matching of SDGs

This action learning helps to summarise the relevance of SDGs for the local level and to memorise what each SDG stands for.

Your task:

Step 1. You will receive one card (either an SDG goal number or goal description)

Step 2. You are then invited to search in the room for your pair (Number and description) and inform the trainer.

Step 3. A few participants are invited to present SDG goal number or description in front of everyone.

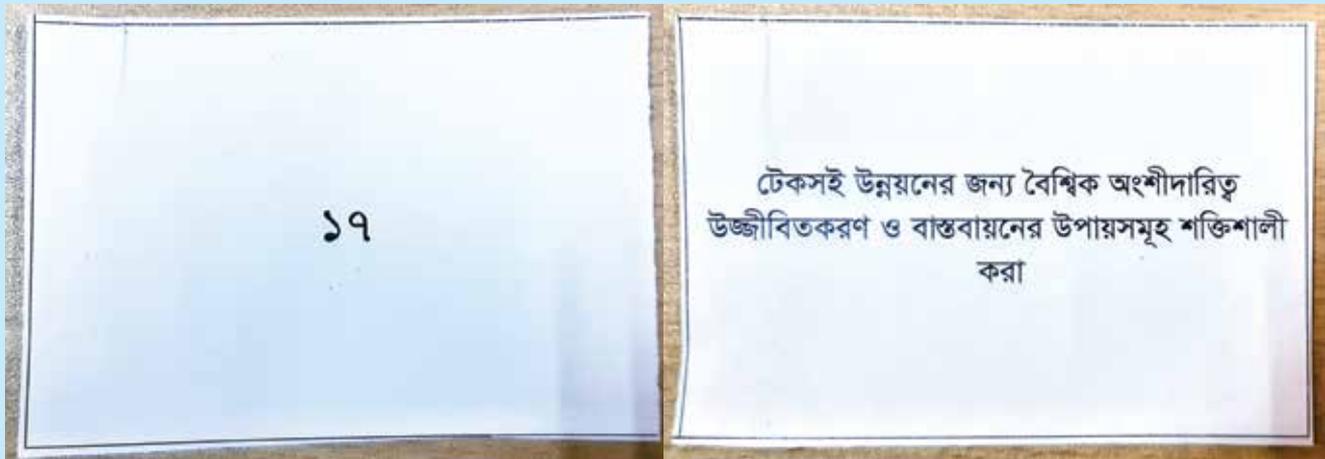


Figure 1.2: Example of pair matching exercise in the pilot training at Khulna

You can find more information/references about this tool at the City WORKS website:

<https://localising-global-agendas.org/city-works-toolkit/raise-awareness/pair-matching-action-learning/>

https://localising-global-agendas.org/wp-content/uploads/03_Pair-Matching_Material.pdf

Notes

1.3 Climate Change and Sustainable Development Goals

Impact of Climate Change on Globalisation

Globalisation and climate change are two processes that are related to each other and cause long-term consequences. The major impact can be seen in the case of economic globalisation. It is estimated that, global economic growth will be hindered further due to the impact of climate change. Multiple studies suggested that,

climate change can result into 1% reduction in GDP growth per year (Wade & Jennings, 2016). South Asian region is amongst the most vulnerable regions in this case (Wade & Jennings, 2016). Not only economy, climate change is also effects communications and electronics and other resource-based sectors, like agriculture and forestry (O'Brien & Leichenko, 2000). The aggregated production of wheat, rice and maize, which are widely produced in South-Asian region, is estimated to decrease due to temperature increase of 2 °C (Zhang, Zhang, & Chen, 2017). Moreover, the urban poor in the developing world, are more vulnerable, in terms of physical and health hazards and employment. (O'Brien & Leichenko, 2000).

Impact of Climate Change at National Level

Since a large part of the population of Bangladesh is regularly exposed to natural hazards, the impact of climate change is severe in this country. According to numerous Bangladeshi scientists, coastal inundation and erosion, saline intrusion, deforestation, loss of biodiversity and agriculture and large-scale migration is happening in Bangladesh due to sea level rise, which is an impact of climate change (Ali , 1999) . About 0.83 million hectares of arable land in Bangladesh is harmed due to soil salinity (Ali , 1999). Three major characteristics of this country are responsible for making it critical to climate change. These are- i) Location: Bangladesh is in a deltaic plain of a major river basin, ii) Population: it is one of the most densely populated countries in the world and, ii) Economy: Majority of its people live below subsistence level and they are the most vulnerable (Rakib, Islam, Parvin, & Amstel, 2018). All these makes it a necessity to incorporate the climate change issue in the policy level actions for Bangladesh.

Impact of Climate Change at Local Level

The impact of climate change can be realized more prominently at local level. For example, in the northwestern part of the country, the inadequacy of water is worsening the health condition of the local communities. The major reasons behind this are-salinity intrusion in both surface and groundwater, drought and insufficient rainfall (Rabbani, Huq, & Rahman, 2013). Climate-induced migration is another impact of climate change. Due to hostile climatic situation, people from other regions of Bangladesh are migrating to urban areas, making these areas overburdened with vulnerable poor population (Hossain, 1984). Urban Local Government Institutions (LGIs) perform variety of regular and development activities, including waste and drainage management, traffic management, construction of roads, bridges, culverts, housing, potable water supply and irrigation, flood control, recreation centers, markets etc. (Uddin, 2013) These activities are needed in improving the vulnerable situation of the urban dwellers, especially, the poors.

Climate Change in SDG

The climate change issue has been incorporated within the Sustainable Development Goals (SDGs). Goal 13 directly states “Take urgent action to combat climate change and its impacts”. Its targets and indicators facilitate the process of the ultimate outcome of fighting climate change and reducing its impact. Though all the SDGs are connected with this goal, achieving this goal can result in creating positive impacts on some of the SDGs (Campbell, et al., 2018). They are as follows-

- SDG 3: Ensure healthy lives and promote well-being for all at all ages
- SDG 6: Ensure availability and sustainable management of water and sanitation for all
- SDG 12: Ensure sustainable consumption and production patterns
- SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Exercise 1.2: Spot the Agenda

This exercise will support you get acquainted with the Sustainable Development Goals and help you see them in day-to-day scenes.

Your task:

Step 1: Split into 4 groups.

Step 2: Review 2-3 pictures per group (Examples of the images are given).

Step 3: The participants will be then instructed to spot and write relevant SDGs in those images.

Step 4: Discuss among each other and present the results of the findings to the whole group.

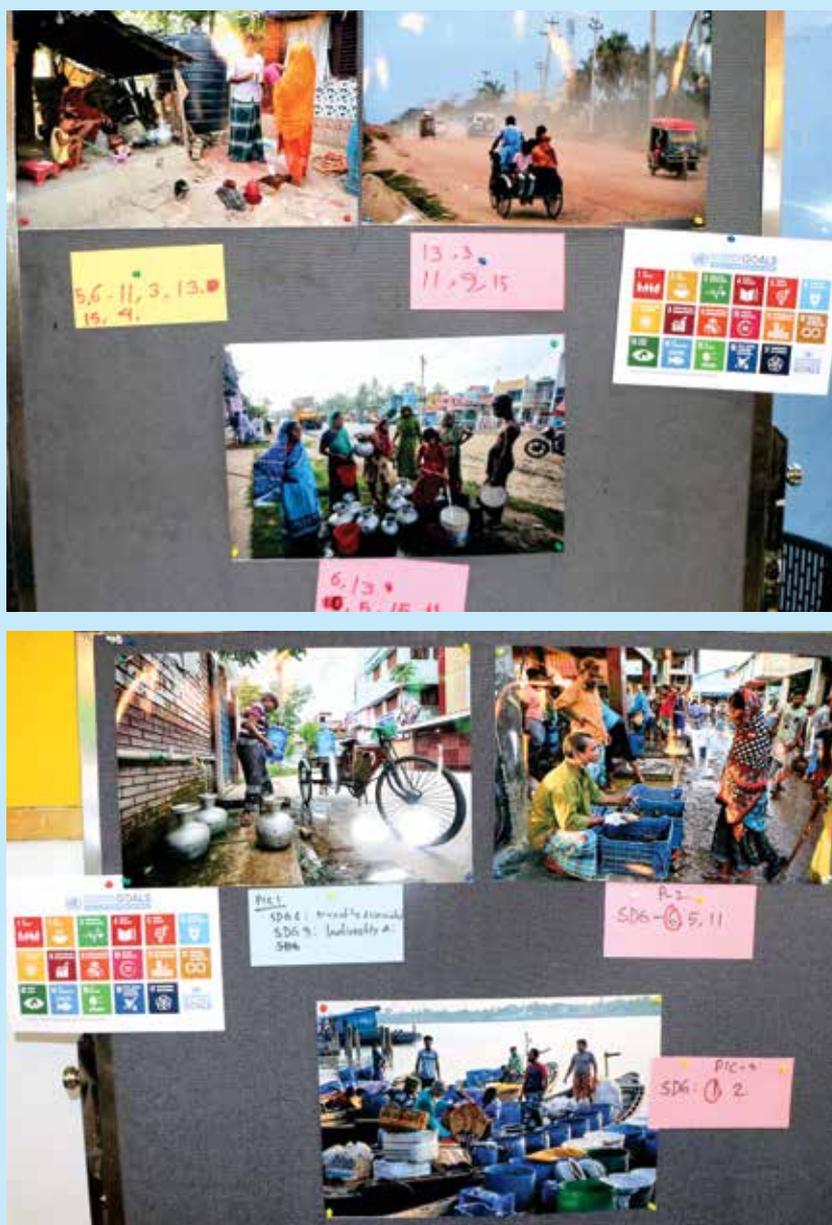


Figure 1.3: Spot the agenda exercise in the pilot training at Khulna
You can find more information/references about this tool at the City WORKS website:
<https://localising-global-agendas.org/city-works-toolkit/raise-awareness/picture-collection-spot-the-agenda/>





1.4 Initiatives and Success of the Government in Achieving SDGs

Bangladesh has adopted a policy of “Whole of Society” approach to achieve SDG. In the 7th Five-Year Plan (2016-2021) formulated by mainstreaming the Sustainable Development Goals and keeping alignment with the goals and objectives of the 7th Five-Year Plan. At the same time, SDG goals were taken into account in setting priorities in the plan. Government's initiative in implementing and monitoring SDG are as follows-

Government's Initiative in Implementing and Monitoring SDG

Initiatives taken to implement SDGs	Initiatives taken to monitor SDGs
<ul style="list-style-type: none"> • Formulation of 8th Five Year Plan in coordination with Sustainable Development Goals • Mapping SDG with ministry/department functions as co-leads, co-leads and collaborators • Formulation of SDG action plan • Financing strategy for implementation of SDG • Inclusion of SDG in the Foundation Training Module for the new officers of administration • Determination and approval of 39+1 priority indicators • Incorporating SDG into the School Curriculum (Grades: VI to X) • Undertake skill development projects for Public Administration Officers • Inclusion of SDG in the Annual Performance Agreement (APA) • Involving the private sector and NGOs in the implementation of SDGs • Engaging youth in SDG implementation • Inclusion of youths in SDG implementation • Innovative initiatives in providing services (low cost, short time, minimal visits) 	<ul style="list-style-type: none"> • SDG Monitoring and Evaluation Framework • Participating in the Voluntary National Review (VNR) of SDG for the first time in 2017. • Data Gap Analysis (Data Availability of 176 Indicators) • SDG Tracker has been launched • Participation in the 2nd VNR of United Nations in 2020 • Forming committees at various levels to monitor SDGs

Prioritized 39+1 Indicators

Initiatives introduced after the 2018 report to further accelerate the implementation process are:

- Ministries have formulated their own action plans to implement SDG;
- The SDG progress tracker has been launched;
- Determination of the financing strategy including assessment of financing requirements to achieve the objectives of the SDG;
- The first national conference to review the implementation progress of SDG has been completed;
- Formulation of national committee for data coordination;
- The Government's cooperation framework has been prepared with the UN agencies operating in Bangladesh;
- Government has approved 40 (39+1) indicators for localisation in SDG. 39 indicators are considered important for 17 objectives. 11 of these are national indices. Progress in these indicators will have a positive impact on others.

39+1 Indicators areas follows-

In order to accelerate the implementation of the SDG, the government has prioritized a number of targets and indicators for each of the objectives. In addition to identifying 39 indicators for the country as a whole, an

additional indicator has been identified to ensure the implementation of inclusive sustainable development policies by including the most locally relevant indicator as +1 and prioritizing the 39+1 indicators as follows—

 <p>1 NO POVERTY</p>	<ol style="list-style-type: none"> 1. Reducing extreme poverty to below 3% 2. Reducing poverty to below 10%
 <p>2 ZERO HUNGER</p>	<ol style="list-style-type: none"> 3. Reducing U5 stunting to 12% 4. Maintaining minimum 55% of cultivable land
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<ol style="list-style-type: none"> 5. Reducing Neonatal mortality rate to 12 per 1000 live births 6. Reducing U5 mortality rate to 25 per 1000 live births 7. Reducing Maternal Mortality Ratio to 70 per 100,000 live births 8. Reducing death due to road traffic accident to 1.2 per 100,000 population
 <p>4 QUALITY EDUCATION</p>	<ol style="list-style-type: none"> 9. Primary Education Completion examination pass rate to be 100% 10. Junior Secondary School examination pass rate to be 100% 11. At least 20% more students to pass in the SSC (technical) than total students passed at SSC. 12. 100% schools to have electricity, internet, safe drinking water and separate toilet facilities for girls 13. 100% Schools to have disabled children friendly environment
 <p>5 GENDER EQUALITY</p>	<ol style="list-style-type: none"> 14. Zero the child marriage rate of girls under 15 years 15. Reduce child marriage rate of girls under 18 years to 10% 16. Female labour force participation rate to be 50%
 <p>6 CLEAN WATER AND SANITATION</p>	<ol style="list-style-type: none"> 17. 100% population to have access to safe drinking water 18. 100% population to have access to safe sanitation facilities
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<ol style="list-style-type: none"> 19. 100% population to have access to electricity 20. Renewable energy to be 10% of total energy consumption
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<ol style="list-style-type: none"> 21. GDP growth to be more than 10% 22. Unemployment rate to be less than 3% 23. Youth not in Education, Employment or training to be below 10%
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<ol style="list-style-type: none"> 24. 100% roads to be all season road 25. Manufacturing contribution to GDP to be 35% 26. Manufacturing employment to be 25% 27. Entrepreneurs in ICT sector to be increased 10 times

 <p>10 REDUCED INEQUALITIES</p>	<p>28. The ratio of income of highest deciles to lowest deciles to be 20%</p> <p>29. The ratio of recruitment cost of expatriate workers to their annual income to be 10%</p>			
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>30. All public transport to have at least 20% seats for women, children, elderly and disabled persons.</p>			
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>31. 100% industrial factories to have effective waste treatment system</p>			
 <p>13 CLIMATE ACTION</p>	<p>32. Number of deaths, missing persons and directly affected persons attributed to disasters to be below 1500 per 100,000 population</p>			
 <p>14 LIFE BELOW WATER</p>	<p>33. Expansion of reserved area to be 5% of the total marine area</p>			
 <p>15 LIFE ON LAND</p>	<p>34. To increase the forest area by 18% compared to the total land area</p> <p>35. To increase the amount of tree-covered land to 25% compared to total land</p>			
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>36. 100% birth of children under 5 to be registered</p> <p>37. Among the complaints taken cognizance by the National Human Rights Commission, 60% to be settled</p>			
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>38. Government revenue to GDP ratio to be increased to 20%</p> <p>39. 100% population to be brought under internet facility</p>			
	<p>District & Upazila context</p>	<p>Context; Leaving No One Behind (LNOB)</p>	<p>Local Development Priority</p>	<p>Vulnerability</p>

(39+1 indicators have been prioritised (39+1), cabinet meeting of 03/12/2018)

Success of the Government in Achieving SDG

In the entire process of SDG implementation, the government has been consistently following the “Whole of Society” approach. Emphasizing the principle of 'Inclusive Sustainable Development', the government has identified several agendas in terms of SDGs based on some evidence of socio-economically backward

communities/regions and some underlying causal catalysts responsible for their backwardness. In this regard, four pillars have been emphasized in formulating the necessary policy framework to bring the backward communities into the mainstream of the society. These are:

1. Reducing income inequality to a tolerable level;
2. Reducing gaps in education, nutrition and health;
3. Elimination of social and gender discrimination; and
4. Ensuring specific budget allocation for marginalized communities and backward areas. In addition, some specific programmes have been identified to implement the principle of 'Inclusive Sustainable Development'. For implementation of this policy identified national level and crosscutting initiatives include strengthening inclusive growth, ensuring financial inclusion, reducing social and income inequality, ensuring access to health care and education, adopting appropriate macroeconomic policies, identifying backward social groups/areas and taking initiatives at the local level.

The first phase of the implementation of the 2030 Global Agenda was completed in 2020. Therefore, the 'SDG Progress Report, 2020' provides an update on the achievements, challenges and gaps in the implementation of the Agenda - which will serve as a basis for accelerating the implementation of the 2030 Agenda. Subsequently, the 'SDG Progress Report, 2022' was formulated. Since March 2020, the global pandemic COVID-19 has affected the lives of people in families, communities and societies, resulting in severe disruptions to normal life. The damage to the socio-economic sector was particularly significant in 2020, with GDP growth decelerating significantly, export earnings falling sharply, public and private investment rates falling, and government revenue taking a severe hit. To overcome this situation, Bangladesh brought most of its population under the immunisation programme and took practical steps to restore other sectors of the economy. As a result of multifaceted initiatives, Bangladesh started to turn around its economy in the second half of 2021.

Achievement of SDG 2016-22

The first phase of the implementation of the SDG 2030 global programme was completed in 2020 (7th Five-Year Plan). The 'SDG Progress Report, 2020' provides an update on the achievements, challenges and gaps in the implementation of the agenda - which is serving as a basis for accelerating the implementation of the 2030 Agenda. Bangladesh's achievement of SDG till 2020 is given in the table below:-



SDG 1: End poverty in all its forms everywhere

- National poverty is measured based on the proportion of the population living below the national high poverty line.
- The poverty rate decreased to 31.5 per cent in 2010 and 24.3 per cent in 2016 after a continuous decline in poverty. According to recent projections, this poverty rate has declined to 20.5 percent in 2019.
- The proportion of people living below the poverty line has dropped to 10.5 percent.
- In addition to the increase in the scope of social safety net expansion programmes, government expenditure on major service sectors such as education and health, social protection sector has reached a noticeable level compared to the total government expenditure.

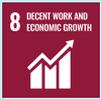
	<p>SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p>
	<p>SDG 3: Ensure healthy lives and promote well-being for all at all ages</p>
	<p>SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>
	<p>SDG 5: Achieve gender equality and empower all women and girls</p>

- Bangladesh has made some progress in preventing malnutrition. In 2020, the rate of undernourished population in the country came down to 9.7 percent, which was 16.4 percent in 2016.
- Significant progress has been made in reducing stunting in children under the age of five. It has halved in 22 years. In 1996-97, the rate of stunted children (a result of chronic malnutrition) among children under five in the country was 60 percent. It has come down to 28 percent in 2019.
- The rate of child poverty in 2014 was 14 percent, which dropped to 9.8 percent in 2019.
- Between 2007 and 2019, the rate of underweight children under five almost halved. In 2007 this rate was 41 percent and in 2019 it has come down to 22.6 percent.
- Bangladesh's score in 2013 was 0.20 on the Agricultural Incentive Index (AMR) in terms of public expenditure. It doubled in 2016, which is positive. This rate increased to 0.41 percent in 2019.

- Maternal mortality rates have steadily declined in the country, and the number of deliveries through skilled midwives and health workers has increased significantly.
- The under-five mortality rate fell to 163 per thousand in 2020 from 125 in 1995.
- According to the 2018 estimates, the HIV infection rate at the national level is 0.015 per 1,000 people.
- According to the data of the Bangladesh Health Department, the number of tuberculosis patients per lakh in 2020 is 218.
- In 2017, the incidence of malaria was 1.64 per 1,000 population. In 2019 it has come down to 0.92 people.
- Marriage rate of 15 to 19-year-old girls in 1999 was 144 out of every 1,000 women married as teenagers. In 2019, it has come down to 83 people.

- According to the Multiple Indicator Cluster Survey (MICS) in 2019, 25.9 percent of the second and third grade students achieved the minimum proficiency in Bengali reading. Only 13 percent of second and third grade students achieved the minimum proficiency in numeracy. 74.5 percent of children are on track in terms of health, education and psychosocial development.
- Adult literacy rates have increased significantly. In 2005, this rate was 53 percent. In 2020, it increased to 75.6 percent.

- Bangladesh ranks 71st out of 146 countries in the 2022 Global Gender Gap Index(GGGI) and ranks ninth in the world in terms of women's empowerment in politics.
- In 1990, the number of female students at the primary education level was about 5.4 lakh. In 2018, it increased to 87.90 lakhs. Enrollment of girls at secondary level was 39 percent in 1980, which increased to 67 percent in 2017.

 <p>6 CLEAN WATER AND SANITATION</p>	<p>SDG 6: Ensure availability and sustainable management of water and sanitation for all</p> <ul style="list-style-type: none"> In 2019, 47.9 percent of people at the national level had access to safe drinking water supply services and 98.5 percent of household members had access to improved drinking water sources. By 2019, 84.6 percent of household members have access to sanitation services. 74.8 percent of households have the opportunity and habit of regular hand washing with soap and water (personal cleanliness or hygiene).
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all</p> <ul style="list-style-type: none"> According to updated SDG data, by 2020, only 3.49 percent of Bangladesh's electricity was produced through renewable sources. Bangladesh Rural Electrification Board (BREB) has installed 51 thousand 364 solar panels under the Solar Home System (SHS). Outside of BREB, they have installed 37 hybrid solar power plants on rooftops, 40 solar powered irrigation pumps, 14 solar charging stations and 40 metering systems. The total amount of electricity generated through solar panels is 13.31 MW (P).
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <ul style="list-style-type: none"> Bangladesh has successfully upgraded from a low income to a lower middle income country in 2015. At the same time, Bangladesh has been able to achieve the required standards in all the three indicators set for transitioning from the list of least developed countries of the United Nations in 2018. The upward trend in real average annual GDP growth per capita is significant. In the financial year 2014-15, this rate was 5.1 percent. It increased to 5.74 percent in FY2020-21.
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p> <ul style="list-style-type: none"> The contribution of the manufacturing sector to GDP rose to 24.45 percent in FY 2021-22 from 23.36 percent in FY 2021-21. Bangladesh currently exports more than 1,600 types of products. According to the data of January 2019, the number of mobile phone subscribers in the country is 15.75 crore. Bangladesh successfully launched its first satellite 'Bangabandhu Satellite-1' in May 2018. Bangladesh has launched the 5A in late 2021. 3-G and 4-G connectivity rates were 95.5% and 98.10% respectively, while 3-G connectivity was 95.54% in 2020.
 <p>10 REDUCED INEQUALITIES</p>	<p>SDG 10: Reduce inequality within and among countries</p> <ul style="list-style-type: none"> Foreign Development Assistance (ODA) and Foreign Direct Investment (ODA) continue to increase. In 2021, Bangladesh received 795.7 million US dollars in ODA. In 2020, FDI came to 151 million dollars. In the Seventh Five-Year Plan (2016-2020), a target has been set to increase expenditure on education to 3 percent of the country's total GDP by 2020.

 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable</p> <ul style="list-style-type: none"> • Basic urban planning recommendations for maintaining the environmental sustainability of cities have been incorporated in the Second Vision Plan 2021-2041 and the long-term Bangladesh Delta Plan 2100.
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>SDG 12: Ensure sustainable consumption and production patterns</p> <ul style="list-style-type: none"> • Construction of smart clean city (Smart City) has started. • Integrated waste management and waste-to-resource recovery system has recently been introduced for the first time in the city of Jessore. Through this initiative, daily urban waste is being processed to produce biogas, electricity and fertilizer. • Sylhet has also introduced the 'Green City' concept. Under this programme, urban waste is being processed and made into fertilizer by citizens.
 <p>13 CLIMATE ACTION</p>	<p>SDG 13: Take urgent action to combat climate change and its impacts</p> <ul style="list-style-type: none"> • In line with Disaster Risk Reduction Sendai Framework 2015-2030 and other international protocols signed, the Government has formulated the 'Bangladesh Disaster Risk Reduction Strategy (2016-2030)'. • Bangladesh Climate Change Strategic and Action Plan-BCCSAP has been updated. • Bangladesh received funding from the Green Climate Fund (GCF) in 2018 to build capacity for effective climate change-related planning and management.
 <p>14 LIFE BELOW WATER</p>	<p>SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p> <ul style="list-style-type: none"> • Bangladesh has successfully expanded its coastal protected areas by identifying four areas in the 'Swatch of No Ground' region of the Bay of Bengal.
 <p>15 LIFE ON LAND</p>	<p>SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p> <ul style="list-style-type: none"> • A major goal of the Eighth Five Year Plan is to increase the density of trees in forest areas. In 2013-14 it was 1.7 percent. In 2019, it was 3.06 percent. By 2030, it has been targeted to raise it to 5 percent. • The ban on cutting of trees in reserved forest areas has been extended till 2022.



SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

- Establishment of National Human Rights Commission and Enactment of Right to Information Act
- In 2015, the number of people who were victims of premeditated killings fell to 1.8 per 100,000 people. Out of them 1.4 were male and 0.4 are female.
- The number of human trafficking cases also decreased compared to the 2015 base year. This year, 0.85 people were trafficked against every 1 lakh population. In 2020 it came down to 0.46 decimal people.
- The government has already implemented several good governance initiatives to build effective and accountable institutions, including the introduction of annual performance contracts in government departments, the Citizen Charter and National Integrity Strategy, and the implementation of the Grievance Redressal System (GRS) under the Social Protection Programme.



SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

- As a proportion of GDP, the level of government revenue growth estimated to be necessary, various government measures have resulted in higher revenue receipts. Measures taken by the government to increase revenue include increasing the number of taxpayers and adopting prudent tax collection and management practices.
- A steady and modest growth in foreign development assistance is noticeable, although the proportion of the national budget has declined in recent years.

Source: Sustainable Development Goals: Bangladesh Progress Report 2020, Sustainable Development Goals: Bangladesh Progress Report 2022, General Economics Department (GED), Bangladesh Planning Commission, Ministry of Planning, Government of the People's Republic of Bangladesh.



Planning and Development Plan

Planning is the process of conceptualisation and specifying the contents to achieve the objectives of the organisation. It is the primary and most important function of management. An integrated, multi-sectoral process through which governmental institutions streamline social, economic and spatial growth at a given time is known as development planning. At present, most of the countries of the world, adopt development plans to increase the per capita income, improve the quality of life, enhance social development and achieve economic stability. Economic planning is a clear policy or directive for the use of scarce resources for economic activities to achieve broadly defined objectives. The institutional and organisational mechanisms required to solve the problems that stand in the way of achieving economic growth can only be achieved through planning. In a developing country like Bangladesh, the importance of planning is immense in solving economic problems and economic development.

2.1 Brief Description of the Framework of National Development Plan of Bangladesh

Development Plans of Bangladesh

Since independence in 1971, the government of Bangladesh has formulated eight five year plans and one two year plan and two long term plans with the aim of economic development, poverty alleviation and rapid growth. The plans are

1. 1st Five Year Plan (1973-78)
2. Two Year Plan (1978-80)
3. 2nd Five Year Plan (1980-85)
4. 3rd Five Year Plan (1985-90)
5. 4th Five Year Plan (1990-95)
6. 5th Five Year Plan (1998-2002)
7. 6th Five Year Plan (2011-15)
8. 7th Five Year Plan (2015-20)
9. 8th Five Year Plan (2020-25)
10. Perspective Plan of Bangladesh (2010-2021) (1st)
11. Perspective Plan of Bangladesh (2021-2041) (2nd)
12. Bangladesh Delta Plan 2100

Beside these plans, to implement the plans every year Bangladesh Planning Commission prepares annual development plan. But most of these plans were dependent on foreign aid and have not been able to achieve their targets in most of the cases. However, it can be said that the foundation of economic development has been laid through these development plans and slow, the per capita income and standard of living is continuing to increase in this country.

Based on duration, these plans of the Government of Bangladesh can be divided into two major categories, which are mentioned in the table below—

Types of Plans	Name of the Plans
Long-Term/Perspective	Perspective Plan of Bangladesh (2010-2021) (1st) Perspective Plan of Bangladesh (2021-2041) (2nd) Bangladesh Delta Plan 2100

Types of Plans	Name of the Plans
Short Term	Eight Five Year Plans One Two Year Plan Annual Plan/ Annual Development Activities (ADP) for every year

An Overview of the 8th Five Year Plan:

The government of Bangladesh has been using five-year plans as a blueprint for realizing the country's development aspirations for decades. The five-year plans have proven highly useful in implementing the Millennium Development Goals, the predecessor to Sustainable Development Goals (SDGs). 8th Five-Year Plan (FYP), spanning from 2021 to 2025 is the current short term plan of the country. This plan is crucial to realize the SDGs by 2030. Initiatives that were identified at the national level and crosscutting for the implementation of this plan include strengthening inclusive growth, ensuring financial inclusion, reducing social and income inequality, ensuring access to healthcare and education, adopting appropriate macroeconomic policies, backward social groups/areas and identification and taking initiatives at the local level.

Local Government Institutions in 8th Five Year Plan

In line with the Vision 2041, the main objective of the local government, rural development and cooperative sector is to build an effective, accountable and equitable local government system in the country and ensure rural development. All the projects and programmes undertaken in this sector will be taken up with this intention. This is very important in promoting Bangladesh to an upper-middle income country by 2031. A performance-based evaluation system has been introduced for local government institutes to improve the capacity, accountability, transparency and healthy competition among local government institutions Union Parishad, City Corporation and Paurashavas through foreign funded projects. Similar criteria will be adopted for other local government agencies that have not received any foreign funding. This financing system will continue until the local government institutions can achieve a certain standard of performance. This money will be given as additional allocation and dividend of ADP. An effective, accountable and equitable local government system is instrumental in ensuring efficient allocation and use of limited resources, participation of local communities in the governance process and establishment of good governance. Such a method would help in achieving the noble objectives, including:

1. Development of the governance system at the local level;
2. Coordination and resource mobilisation between local and central governments; and
3. To provide essential services to urban and rural population.

The three main goals of the Local Government Division are-

- To achieve the goals of good governance at the local level;
- Making progress in resource mobilisation of local government institutions and
- Strengthening coordination between local government institutions and the national government.

These issues are mentioned in detail below:

Major Objectives of Local Government Division in 8th Five Year Plan-

(1) Ensure good governance at local levels.

- Define functions of LGIs and RDIs at all levels and clarify roles and responsibilities between
- Sectoral ministries/ agencies and LGIs for service delivery to the people
- Update guidelines for linking local development plan with the national development plan
- Strengthen capacity of LGIs, RDIs and associated agencies
- Ensure local level participation in planning and monitoring the functions of LGIs

- Promote the performance- based incentive system for the LGIs
- Conduct action research on local development and disseminate results
- Promote women's empowerment in the LGIs and RDIs

(2) Improved service delivery

- Provide sustainable physical and social infrastructures and improve rural infrastructure
- Ensure appropriate services at grass root level in line with the principle of “leaving no one behind”
- Ensure safe water supply and sanitation facilities in a sustainable manner
- Improve E-governance system and services
- Extend social safety nets coverage
- Promote primary health care and nutrition services

(3) Enhanced resource mobilisation and coordination between national and LGIs

- Reform national transfers to LGIs by making them criteria base, transparent and predictable
- Sharply strengthen LGI resource mobilisation focused on property taxes and cost recovery of services

Major strategies to Improve the Governance System of Local Government Institutions during the 8th Five Year Plan

It is very important to develop the governance system of local government institutions for efficient delivery of government services to the local population and solving local problems. However, the government takes care of formulating various policies and allocating funds for the local government.

Furthermore, to strengthen proper governance systems, reforms are needed in the following areas:

- i. Administrative functions of local governments;
- ii. Service delivery activities; and
- iii. Public finance management activities.

In this context, priority will be given to the implementation of three strategies under the government 8th Five Year Plan, which are:

Strategy for Governance Improvement of City Corporation SGICC (2020-2030): This strategy has been adopted to develop the governance system in the administration of City Corporation between 2020 and 2030. The strategy has four main objectives-

- i. Formulation and implementation of the necessary legal framework for the implementation of the City Corporations Act 2009;
- ii. Achieving and developing consistent institutional progress in the City Corporation;
- iii. Strengthening the revenue function of City Corporations and budgeting based on multi-year revenue framework; and
- iv. Government shall adopt specific procedures for continuous development of human resources of the City Corporation.

Beside this, initiatives will be taken to implement these goals based on multi-dimensional strategic guidelines. Under the 8th Five Year Plan, the City Corporation will ensure the establishment of administrative governance and implementation of specific targets.

National Strategy for Paurashava Governance Improvement (NSPGI) (2016-2025): The objective of this strategic document is to ensure priority public services to the citizens of the Paurashavas in a sustainable manner and ensure the satisfaction of the service users by 2025. In this regard, four basic objectives have been prioritized. These are-

- i. Paurashava's Revenue is increased;
- ii. Paurashava's financial management is established properly with the implementation of an appropriate Paurashava Development Plan;

- iii. Paurashavas' administrative activities are carried out in accordance with the laws, rules, regulations and other legal instruments efficiently and effectively; and
- iv. Human resources of Paurashava are strengthened. The government will give priority to the implementation of all the activities identified for the development of the Paurashava in the strategic plan during the seventh five-year plan.

Mid- and Long-term Strategy for Upazila Parishad Governance Improvement: In order to establish an efficient and accountable Upazila Parishad, initiatives have been taken to clarify the basic policy guidelines in this strategic document. It specifies the Upazila parishad strategy, which aims to ensure the delivery of better government services at the Upazila level in a planned and coordinated manner by 2041. The coordination of the activities of Upazila Parishad is given maximum emphasis. It is expected that with effective coordination of the activities of the Upazila parishad, the service delivery activities would be also improved. To ensure overall development at the Upazila level, seven goals have been set in the 8th Five Year Plan to implement this strategy:

- i. Both horizontal and vertical coordination is ensured by Upazila Parishad;
- ii. Upazila Committees are well functioning, and contributing to better coordination with transferred line departments;
- iii. Upazila Parishads prepare both Five-Year Plans and annual development plans;
- iv. Citizens' views are properly reflected to Upazila Parishads' budget as well as development plans (both Five-Year Plans and annual development plans);
- v. Budget and annual financial statement are properly prepared in accordance with the relevant laws and guidelines;
- vi. Activities of Upazila Parishads are properly monitored by the concerned wing of LGD; and
- vii. Training mechanism that covers all Upazila Parishads is established and implemented.

An Overview of the Perspective Plan:

The Perspective Plan 2021 – 41 of Bangladesh is based on two major goals:

- Bangladesh will be a developed country by 2041, with per capita income of over USD 12,500 in today's prices, and fully in tune with the digital world.
- Poverty will become a thing of the past in Sonar Bangla.

Strategic Objectives and Milestones of the Perspective Plan 2041: The following strategic objectives were set as essential components of the long-term economic policy:

- Eradication of Extreme Poverty by 2031; reducing Poverty to less than 3 percent by 2041
- Upper-middle-income country by 2031; High-income country by 2041
- Industrialisation with export-oriented manufacturing will drive structural transformation into the future
- Paradigm shifts in agriculture will enhance productivity and ensure nutrition and food security for the future
- A Service sector of the future will provide the bridge for the transformation of the rural agrarian economy to a primarily industrial and digital economy
- The urban transition will be an essential part of the strategy to move to a high-income economy
- Efficient energy and infrastructure will be essential components of the enabling environment that facilitates rapid, efficient and sustainable growth
- Building a Bangladesh resilient to climate change and other environmental challenges
- Establishing Bangladesh as a knowledge hub country for promoting a skill-based society

The 8th Five Year Plan and the Perspective Plan 2041 have included sectoral and thematic strategies with emphasis on the achievement of SDG goals. Following are the sectors earmarked for development in the 8th Five Year and Prospective Plan 2041 along with Sustainable Development Goals-

SDG Goals	Sectors in the 8th Five Year Plan	Sectors in the Perspective Plan 2041
SDG 1. End poverty in all its forms everywhere	Sector 1: General Public Services Sector 7: Local government, rural development and cooperatives	3. A country with zero poverty
SDG 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture		5. Sustainable agriculture for rural development and food security in a high-income country
SDG 3. Ensure healthy lives and promote well-being for all at all ages	Sector 10: Health	
SDG 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Sector 11: Education and technology	4. Human development through quality education and Harnessing the demographic dividend
SDG 5. Achieve gender equality and empower all women and girls	Sector 14: Social protection	
SDG 6. Ensure availability and sustainable management of water and sanitation for all		
SDG 7. Ensure access to affordable, reliable, sustainable and modern energy for all	Sector 5: Power and Energy	7. Sustainable power and energy for a high-income country
SDG 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		2. Macroeconomic framework for accelerated Inclusive growth towards a high-income Economy
SDG 9. Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation	Sector 3: Industrial and economic services Sector 12: Digital Bangladesh and information communications	6. Industrialisation, export diversification and employment generation in a futuristic world order 8. Creating an innovation economy for Bangladesh through fostering ICT and scientific research
SDG 10. Reduce inequality within and among countries	Sector 13: Recreation, culture and religion	
SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable	Sector 9: Housing and community amenities Sector 6: Transport and Communications	9. Building transport and communication infrastructure for sustained rapid growth 10. Managing the urban transition to a high-income economy
SDG 12. Ensure sustainable consumption and production patterns	Sector 4: Agriculture	

SDG Goals	Sectors in the 8th Five Year Plan	Sectors in the Perspective Plan 2041
SDG 13. Take urgent action to combat climate change and its impacts	Sector 8: Environment and climate change	11. Ensuring sustainable environment, creating a climate resilient nation in a dynamic delta, and unlocking the potential of a blue economy
SDG 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development		
SDG 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss		
SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Sector 2: Public order and safety	1. Ensuring good governance institutional foundations of a high-income country
SDG 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development		

Obligation of Local Government Institutions in preparing plans

According to Article 59 of the Constitution of Bangladesh, the local governance of each administrative unit of the Republic shall be vested in institutions composed of persons elected in accordance with law. Institutions shall carry out the responsibilities provided by law and the law shall include responsibilities in respect of the following issues:

- A. Functions of administration and government officials;
- B. Maintaining public order;
- C. Formulation and implementation of plans relating to public works and economic development.

Therefore, formulation and implementation of plans related to public works and economic development is the responsibility assigned by the constitution to the local government institutions.

In the light of the Constitution, the Government has established City Corporations and Paurashavas and delegated the following responsibilities and functions through legislation—

Functions and Responsibilities of the Paurashavas according to Article No. 50 of Local Government (Paurashava) Act, 2009 are as follows-

Major responsibilities of the Paurashava-

Development and implementation of Urban Development Plan along with infrastructural development, control of Buildings etc. with the objective of providing urban services to the residents of the Paurashava.

Following responsibilities have been assigned to the Paurashavas according to the 2nd Schedule of the Act-

Urban Planning-

Utilisation of the development projects in the plans.

Development

Development Planning

Social Development Planning

Commercial Projects

Functions and Responsibilities of the City Corporations according to the 3rd Schedule of Local Government (City Corporation) Act, 2009 are as follows-

Urban Planning

Master Plan

Site Development Scheme

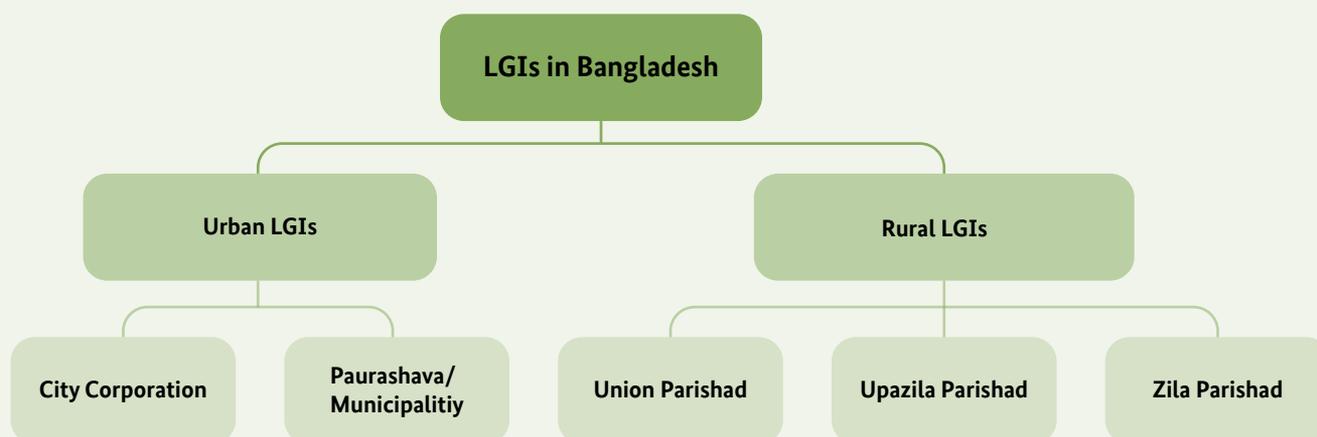
Development

Development Planning

Social Development Planning

2.2 Roles and Responsibilities of Local Government Institutions

According to Article 59 of the Constitution, local government institutions shall formulate and implement the plans relating to public works and economic development. The Article 60 of the constitution states that, for the purpose of giving full effect to the provisions of Article 59, the Parliament shall, by law, grant to the institutions of local governance mentioned in that Article the power to levy taxes for local needs, to prepare budgets and to maintain their own funds. In this light, the local government system of Bangladesh is as follows-



Each local government institution is governed by separate acts. Bangladesh has a total of 328 Paurashavas and 12 city corporations. Two separate Acts governing Paurashavas and City Corporations are as follows-

- Local Government (Paurashava) Act, 2009
- Local Government (City Corporation) Act, 2009

As per the Acts, the duties and functions assigned to both the councils are separately presented below-

Functions of the City Corporation

According to section 41 of the Local Government (City Corporations) Act, 2009, the duties and functions of the City Corporation are—

- A. To perform the duties and functions set out in the Third Schedule in accordance with the funds of the Corporation;
- B. Performing such other duties and functions as may be necessary in accordance with the rules and directions given by the Government, from time to time;
- C. To perform any other duty or function as directed by the Government by Gazette Notification.

The specific functions of the City Corporation as per the 3rd Schedule of the Act are as follows—

1. Public health

- Public Health
- Unsanitary buildings
- Removal, disposal, and management of wastes
- Latrines and urinals

2. Birth, death, and marriage registration

3. Infectious diseases

4. Health and maternity centers

5. Improvement of public health

6. Hospital and dispensaries

7. Medical treatment, assistance, and health education

8. Water Supply and Drainage

- Supply of water
- Private sources of water supply
- Drainage schemes
- Bathing and cleaning places
- Dhobi ghats & washer men
- Places for the cleaners
- Public water bodies (Jalmahals)

9. Public ferries

10. Public fisheries

11. Foods and drinks

- By-laws concerning foods and drinks
- Supply of milk

12. Public markets

13. Private markets

14. Slaughter's/Butcher's shop

15. Management and control of animals

- Animal husbandry
- Stray animals
- Animal homes and farms
- Registration of selling of cattle
- Livestock improvement
- Dangerous animals
- Cattle show, zoos etc.
- Disposal of carcasses

16. Urban planning

- Master plan
- Site Development Scheme
- Streets
- General provision about street
- Encroachment
- Street lightings

17. Street watering Traffic control

- Public vehicles

18. Public safety

- a) Fire service
- b) Civil defense

19. Disaster management/feminine

20. Trading of dangerous and harmful articles

21. Graveyards/burial and burning places

22. Trees, parks, gardens, and forests

- Arboriculture
- Gardens
- Open Spaces
- Forests
- Nuisances pertaining to tree

23. Ponds/tank and low-lying lands

24. Education and culture

- Education
- Compulsory education
- General provisions about education
- Culture
- Libraries
- Fair and exhibition

25. Social-welfare

26. Development

- Development Plans
- Social development plans

Functions of the Paurashavas (Paurashavas)

As per Section 50 of the Local Government (Paurashava) Act, 2009, the responsibilities and functions of Paurashava are as follows—

- A. To provide all kinds of civic benefits to the citizens of their respective areas in accordance with the provisions established by this Act and other laws;
- B. To co-ordinate and undertake coordinate activities between the municipal administration and public officers and employees;
- C. Formulating and implementing urban development plans including infrastructural development, building control to provide municipal services to citizens in municipal areas; and
- D. To maintain civil safety and public order.

Functions of Paurashava shall be—

- A. Supply of water for residential, industrial and commercial purposes;
- B. Water and sewage;
- C. Waste management;
- D. Formulation of plans aimed at ensuring economic and social justice;
- E. Construction of roads, footpaths, terminals for the convenience of public transport, passenger and goods for the development of communication system;
- F. The functions provided for in the Registration of Births and Deaths Act, 2004 (Act No. 29 of 2004);
- G. Planning of traffic management for the convenience of transport management, provision of passenger canopies, road lights, parking spaces for vehicles and bus stands or bus stops for the convenience of pedestrians;
- H. Maintenance of public health and environment, planting and maintenance of trees;
- I. Establishment and management of markets and slaughter house;
- J. Assistance in creating and expanding education, sports, recreation, entertainment and cultural opportunities, enhancing the beauty of the municipal area; and
- K. Other functions assigned by law, rule, regulation, bye-law or order made by the Government.

If the Paurashava does not have its own technical and financial capacity, the above-mentioned functions cannot be suspended for the convenience of citizens. If any of the above tasks are not performed, the government can issue necessary instructions in this regard. In addition to the above-mentioned functions, the Paurashava shall perform the functions specified in the Second Schedule in accordance with its funds. The functions described in the 2nd Schedule are as follows—

Public health

1. Responsibilities of the health system
2. Unsanitary buildings
3. Garbage removal, collection and utilisation
4. Public toilet
5. Registration of births, deaths and marriages
6. infectious disease
7. Public health development
8. Hospitals and Dispensaries
9. Treatment, aid and health education, etc

Water supply and drainage

10. Water supply
11. Private source of water supply
12. Water drainage
13. Water drainage project
14. Bathing and washing place
15. Dhopeghat and Dhopa
16. Government Reservoir
17. Cross over for all
18. Government Fisheries

Food and Beverages

19. Food and Beverages
20. Milk supply
21. General market
22. Private market
23. slaughterhouse

Animal

24. Animal husbandry
25. Unruly animal
26. Zoos and animal farms
27. Registration of cattle for sale
28. Livestock development
29. Dangerous animal
30. Cattle exhibition, zoos etc
31. Removal of animal dead body

City planning

32. Master plan
33. Land development projects

34. Implementation of land development projects

Building control

35. Building construction and remodelling
36. Building Completion, Building Alteration, etc
37. Building control

The road

38. Public road
39. The road
40. General provisions on roads
41. Road lighting system
42. Road washing system
43. Vehicle control
44. General vehicles

Public safety

45. Fire extinguishing
46. Civil Defense
47. Flood
48. Trade in dangerous and harmful substances
49. Graveyard and burning ground

Trees, parks, gardens and forests

50. Tree planting
51. The garden
52. Open space
53. woodland
54. Actions related to tree damage
55. Ponds and lowlands

Education and culture

56. Education
57. Compulsory education
58. General provisions relating to education
59. Culture
60. Libraries

Social welfare

61. Social welfare
62. Development plan
63. Social Development Plan
64. Commercial projects

2.3 Role of Local Government in Implementation of Sustainable Development Goals

Sustainable development goals, targets and indicators can be achieved by fulfilling the SDG responsibilities and tasks set by law. In the light of the sections of the act and the specific functions in the sections are presented with the help of a table (Annexure 1).

Functions of City Corporations and Paurashavas aligned with the Sustainable Development Goals are presented in Annexure 1.



3.1 Concept of SDG Localisation

Localisation

Localisation is the systematic and continuous assimilation of the objectives and scope of objectives into national and local level policy-making in order to achieve a global objective or goal. Localisation refers to making the objective relevant to the local language, culture, needs, demands. A successful localisation process facilitates the achievement of international or global objectives. Localisation allows the objective to be expanded, added and refined to suit local and geographical needs or demands. In this, the achievement of objectives is permanence, recognized and local demand friendly. In a word, localisation is a process of achieving overall objectives (TechTarget, 2015).

SDG Localisation

Localisation for sustainable development is an important process for achieving the 2030 Agenda. In the SDG localisation process, the implementation of the goals and indicators of the SDG agenda is determined, progress is measured and monitored. Localisation of SDGs integrates SDG agendas into the government's local and regional development policies and sets out what needs to be achieved. That is, the SDG localisation process formulates the framework for the implementation of the SDG agenda (Strategies and Plans, 2020).

3.2 Monitoring and Evaluation Process of SDG Localisation

The highest forum for leading the implementation process of SDG in Bangladesh is SDG Implementation and Review Committee. This supreme committee at national level is assisted by the implementation committees of division, district and upazila levels. In the implementation process, the views of the national level as well as the views of the local stakeholders are taken into consideration. Committees at various levels are as follows-

Committees have been constituted at various levels to monitor the SDGs as follows—

- SDG Implementation and Review Committee
- Divisional Committee on SDGs Implementation and Coordination
- District Committee on SDGs Implementation and Coordination
- Upazila Committee on SDGs Implementation and Coordination

SDG Implementation and Review Committee

Scope of the committee:

- Monitoring the smooth implementation of SDGs and providing necessary guidance
- To review and approve documents related to the SDGs.
- To review the progress of implementation of SDG and submit reports every 06 months for the information/approval of Hon'ble Prime Minister.
- The Committee shall hold at least 2 meetings per year; Meetings can be held at any time to take any urgent decisions related to SDGs.

Principal Coordinator (SDG Affairs), PMO	Convener
<p>Secretaries of:</p> <ol style="list-style-type: none"> 1. Public security Division 2. Security Service Division 3. Local Govt. Division 4. Ministry of Water Resources 5. Finance Division 6. Ministry of Agriculture 7. Ministry of Public Administration 8. Health Service Division 9. Medical Education & Family Welfare Division 10. Ministry of Foreign Affairs 11. Ministry of Housing & Public Works 12. Ministry of Food 13. Secondary & Higher Education Division 14. Technical & Madrasah Division 15. Prime Minister's Office 16. Economic Relations Division 17. Coordination & Reforms, Cabinet Division 18. Statistics & Informatics Division 19. Power Division 20. Ministry of Environment, Forest & Climate Change 21. Ministry of Industries 22. Ministry of Social Welfare 23. Ministry of Women & Children Affairs 24. Ministry of Labour & Employment 25. Ministry of Fisheries & Livestock 	Members
<ol style="list-style-type: none"> 1. Chairman, PKSf 2. DG, NGO Affairs Bureau 3. PD, a2i 4. President, FBCCI 5. UN Resident Coordinator 6. ED, Center for Policy Dialogue 	Monitoring Member
Member, GED, Bangladesh Planning Commission	Member Secretary

The following table also lists the members of the SDG Implementation and Review Committee-

Divisional Committee on SDGs Implementation and Coordination:

Divisional Commissioner	Chairperson
Representatives: <ul style="list-style-type: none"> • LGIs • Business & Professional bodies • NGOs & CSOs • Marginalized & backward communities • District Press Club 	Member

District Committee on SDGs Implementation and Coordination

Hon'ble MPs (all)	Adviser
Deputy Commissioner	Chairperson
Representatives: <ul style="list-style-type: none"> • LGIs • Business & Professional bodies • NGOs & CSOs • Marginalized & backward communities • District Press Club 	Member

Upazila Committee on SDGs Implementation and Coordination:

Hon'ble MPs (all)	Principal Adviser
Upazila Chairman	Advisor
UNO	Chairperson
Representatives: <ul style="list-style-type: none"> • LGIs • Business & Professional bodies • NGOs & CSOs • Marginalized & backward communities • District Press Club 	Member

3.3 SDG Localisation Exercises in the Context of Bangladesh

Exercise 1.3: The SDG Wheel

The 17 goals have the aim to translate the core values and principles into concrete and measurable results. The 169 targets focus of implementation strategies owned by member states. These are then measured globally by the 232 indicators.

At the local level, in order to be able to comprehend how the SDGs are related to your concrete issues, it is important to go from the goals also to more granular and detailed target formulation.

It is about understanding the current situation. A city can assess where it stands in regard to the different targets set by the Agenda 2030. Even without key data / indicators for each of the topics, it is possible to trust a certain perception about the target. Here it is key to invite as many stakeholders as possible to the discussion, as this is also about a right or wrong answer, but the dialogue and understanding that is generated through the exchange.

Your task:

Step 1. The participants will be divided into a number of groups.

Step 2. After the discussion with the group members, the participants will select three most prioritized and important SDGs for the city.

Step 3. According to the perception of the entire group, the existing position and future target of the selected SDGs for the city will be identified and written (Maximum of 3).

Step 4. Rank the level of achievement of each of the selected SDGs and its targets in the SDG Wheel.

Step 5. Write a summary of the success and failure of the selected SDGs .

Step 6. The participants will be invited to present the obtained results from this exercise in front of everyone.

The previous version of the SDG wheel can be seen in the figure below. The circle represents all 17 Sustainable Development Goals, restructured to follow the four sustainability dimensions defined in the Circle of Sustainability Approach (<https://www.circlesofsustainability.com>)

- Out of the total of 169 targets of the SDGs, 66 were selected as particularly urban – relevant and shown on this template.
- The length between the centre of the circle and the perimeter is used to qualify the level of achievement of a particular target. In accordance with the following categories (starting with the most central): critical, bad, highly unsatisfactory, unsatisfactory, basic, satisfactory, highly satisfactory, good, vibrant.

Materials

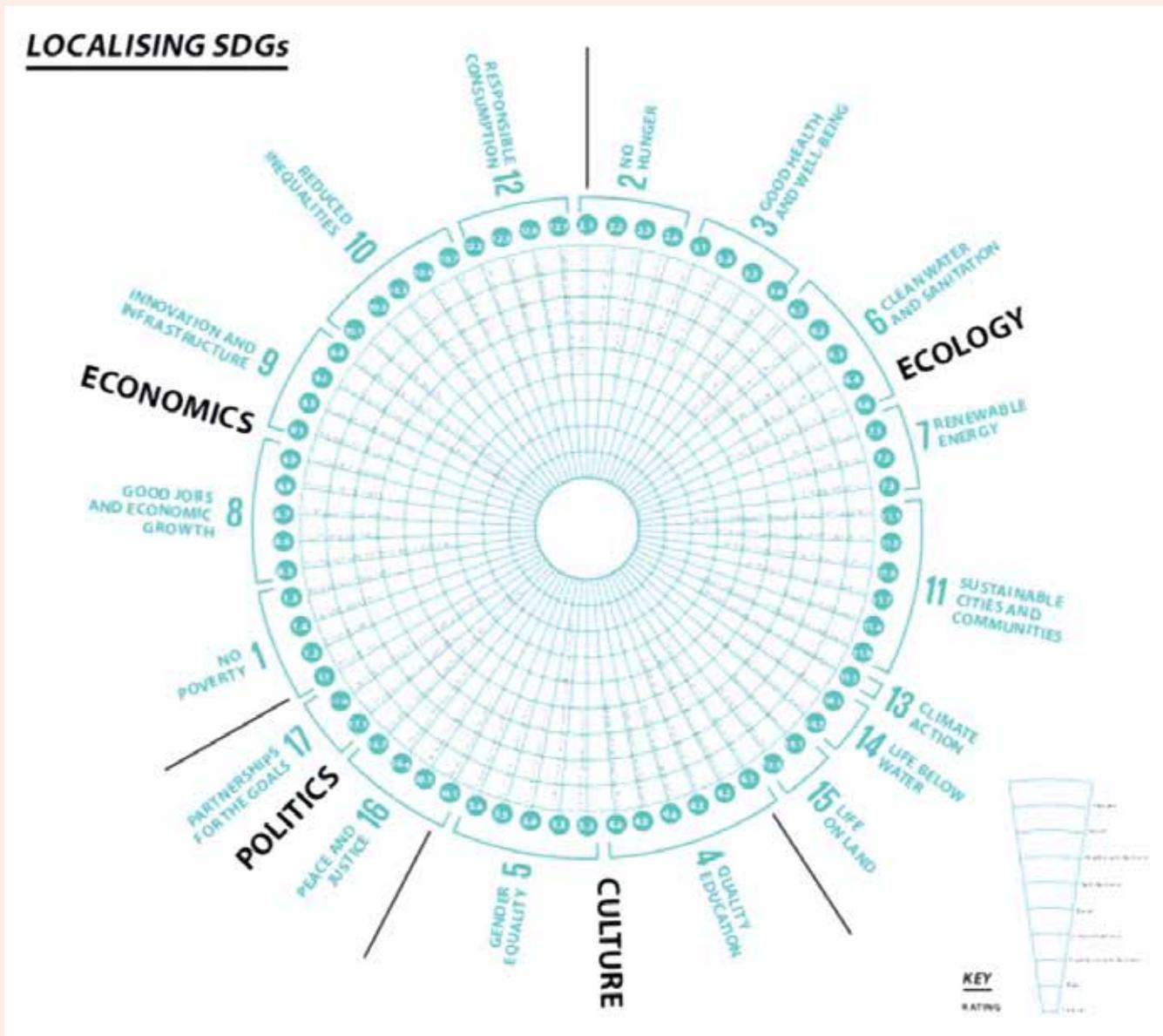


Figure 3.1: SDG Wheel/ self-assessment based on the Circles of Sustainability Approach

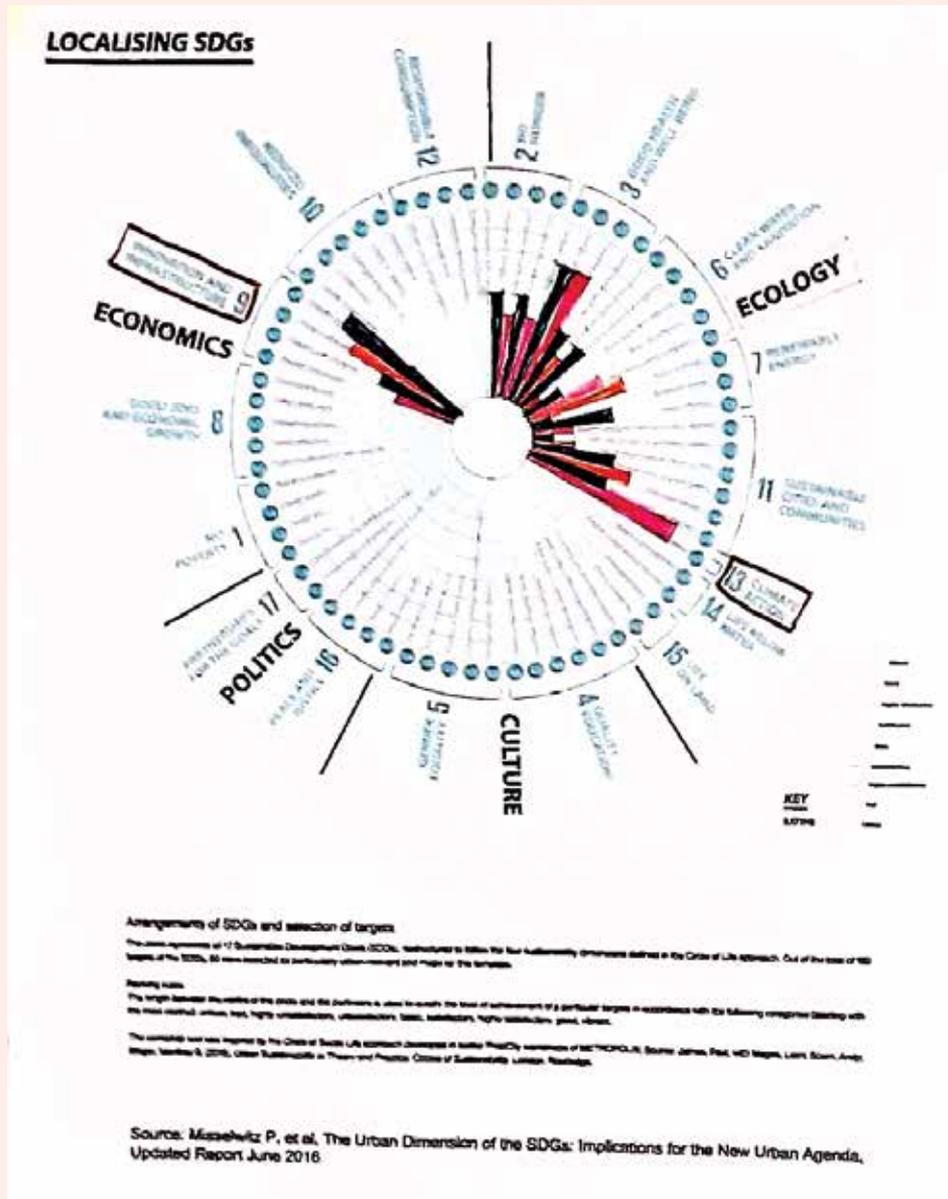


Figure 2.2 SDG wheel exercised during the Pilot Training at Khulna
 You can find more information/references about this tool at the City WORKS website:
<https://localising-global-agendas.org/city-works-toolkit/understand-current-situation/self-assessment/>
<https://localising-global-agendas.org/city-works-toolkit/raise-awareness/rapid-assessment-of-main-priorities-dots-and-wheels/>

The tool has been transformed into an application on the website of City WORKS. It allows you to select specific SDGs and concrete targets and perform the self-assessment online and also print / export the results. Kite|



SDG in Project Formulation (Logical Framework)

MODULE 4

4.1 Project Formulation and Implementation Framework

The Context

The U.S. Army created the Logical Framework in the 1950s to systematize its project planning. It is popularly known as Logframe and has been used by USAID and other development aid agencies since the 1960s to support development projects.

A log frame or logical framework is a tool for improving project planning, implementation, management, monitoring and evaluation. It summarizes a project's objectives, activities and resources.

Logical Framework is used in various ways in project planning and evaluation. Although it is generally used in project planning, it is also widely used as a tool for post-assessment of complex/difficult projects. Today many organisations also use risk management as part of management (Logframer, 2012).

Logical Framework is a tool for phased implementation of project design, implementation and evaluation. That is the most used in the project cycle. It helps to organize different ideas according to steps, fix performance indicators, distribute responsibilities and communicate effectively (WEDC, 2011).

Applying Logical Framework in a piecemeal manner throughout the project cycle makes it easier to address project weaknesses. Government and donor agencies and NGO workers need to understand the basic concepts, applications, potential benefits and limitations of logframes. It is essentially a tool for deciding what to do rather than how and when to do all the steps agreed upon by the partners.

Specifying Challenges through Log Frame:

The logframe is developed in response to a number of common weaknesses in projects:

- A lack of common understanding among partners as to what the project entails;
- Poorly focused objectives;
- Key risks and assumptions inadequately identified and addressed;
- Cause and effect linkages between objectives at different levels not adequately explored;
- Activities and outputs that are insufficient, collectively, to achieve higher order objectives; and
- A lack of systematic monitoring and evaluation.

Log Frame is important, because development programmes rarely follow a structure; each phase experiences and changes and therefore in practice, planning tools should take into account the experience gained by project partners and key stakeholders at each phase. Its use can encourage more effective monitoring and evaluation and ensure a more rigorous and accountable approach to relief and development work. In a rapidly changing environment, such structures are less than perfect and need to be modified frequently to meet the needs of all stakeholders' perspectives (WEDC, 2011).

Project Proforma Used in Government Projects

A Project Proforma (PP) is the standard format to submit project proposals to the competent authority. A Project Proforma (PP) can take at least six forms. They are:

1. Development Project Proforma /Proposal (DPP) (For Aided Project)

2. Development Project Proforma /Proposal (DPP) (For wholly GOB financed project)
3. Revised Development Project Proforma /Proposal (RDPP) (For Aided Project)
4. Revised Development Project Proforma /Proposal (RDPP) (For wholly GOB financed project)
5. Technical Assistance Project Proforma/Proposal (TAPP)
6. Revised Technical Assistance Project Proforma/Proposal (RTPP)

In a few cases, some forms are used for submission of proposals for feasibility study/survey for development of projects which, again, require preliminary feasibility study/pre-feasibility study (survey before a project can be firmed up). It is used as a project pre-view in situation where negotiation for obtaining external assistance is required to be initiated well before formulation of a full fledged DPP or if a project requires this to be included in ADP on mandatory consideration. TAPP is used for submission of Proposals for Technical Assistance Project. These projects include:

- A. Transfer of technology and acquisition of desired know how by an organisation in Bangladesh which may include hiring of expertise and/or import of equipments for certain duration of time within the framework of the development programmes of the Government;
- B. Preparatory assistance for investment proposals/programme and utilisation of expatriate experts;
- C. Hiring of expertise for management improvement for an organisation or project;
- D. Overseas training of Bangladesh personnel in selected areas;
- E. Institutional support.

Besides there are other proforma which are used for submission of reports to Implementation Monitoring and Evaluation Division (IMED) in connection with implementation of projects. These are:

- Proforma for progress of development projects;
- Proforma for annual physical progress of projects;
- Proforma for completion reports of the projects.
- Apart from this, the implementing organisation has to prepare a Programme Implementation Plan (PIP) for the project implementation, including Operational Plan Proforma/Proposal which is applicable for all projects relating to finance from GOB or Project Aid.

Structure of Logframe:

A standard logframe is divided into four rows, which are your long- to short-term objectives ranging from top to bottom:

- Goal (overall aim).
- Outcome/Purpose (what will be achieved, who will benefit, and by when).
- Outputs (specific results the project will generate).
- Activities (what tasks need to be done in order for the output to be achieved).

These are achieved and measured by the headings from left to right:

- Project summary (explaining the objectives).
- Objectively verifiable indicators (how you'll measure the achievements).
- Means of verification (how you'll collect the information for the indicators).
- Risks and assumptions (external conditions needed to get results).

Sample of Project Logframe:

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions (IA)	
Project Development Objective (PDO)				
The project development objectives are to institutionalize the Horizontal Learning Programme for Union Parishads, and introduce HLP to the Paurashavas as a pilot to contribute to the improvement of well-being for all, especially of the poor and disadvantaged people in Bangladesh.				
Overall Goal To enhance the capability and accountability of LGIs to contribute to the improvement of well-being for all, especially for the poor and disadvantaged people in Bangladesh.	Outcome 1: NILG institutionalizes 'The Horizontal Learning Programme (HLP) for Union Parishads and Paurashavas under different Upazilas to contribute to the improvement of well-being for all, particularly for women & poor	Annual Plan and expenditure report of LGIs; data collected through MIS system; validation through Local Government Helpline (LGHL), and joint missions by NILG, SDC, and donors.	Political stability at local level.	
	Minimum 50 million people including poor and disadvantaged people from 2000 Union Parishads of 200* Upazilas, 150 Paurashavas from 33* Districts are expected to be benefitted from the project. Out of that, at least 1000 UPs of 100 Upazilas and 50 Paurashavas from 25 Districts will be covered within the project period.			Annual Plan and expenditure report of LGIs; data collected through MIS system; validation through Local Government Helpline (LGHL), and joint missions by NILG, SDC, and donors.
	At least 20 good practices on inclusive local governance processes are successfully replicated to benefit particularly poor, women and disadvantaged.			Annual Plan and expenditure report of LGIs; data collected through MIS system.
	*1050 LGIs expressed their satisfaction about replicated good practices.			Carrying out Participants Satisfaction Survey.
	*1050 LGIs expressed their satisfaction about replicated good practices.			Carrying out Participants Satisfaction Survey.
	At least 70 champions from citizens emerged through HLP that demonstrate, promote, and advocate on gender sensitive local development.			Roster of champions shared by HLP websites, gender-based development
	HLP good practices are expected to reach more than 4500 LGIs through advocacy and communication products.*			Carry out nationwide survey regarding impact of HLP, and replication of good practices through telephonic survey.

Exercise 4.1: Terms of Log-Frame

Your task:

Familiarizing with the Terms of Log Frame (“Input”, “Activities”, “Output”, “Outcome”, “Goal”)

Step 1. The facilitators will arrange the board following way (Figure 4.1). The participants will be provided some picture srelevant with a specified problem (See the example pictures).

Step 2. The participants will discuss about the solutions for the given problem (Problem of housing for poor people in the city) and analyze the pictures relating with the terms of Log Frame.

Step 3. The participants will pin each of the picture with its related terms of Log Frame according the matrix in Figure 4.1.

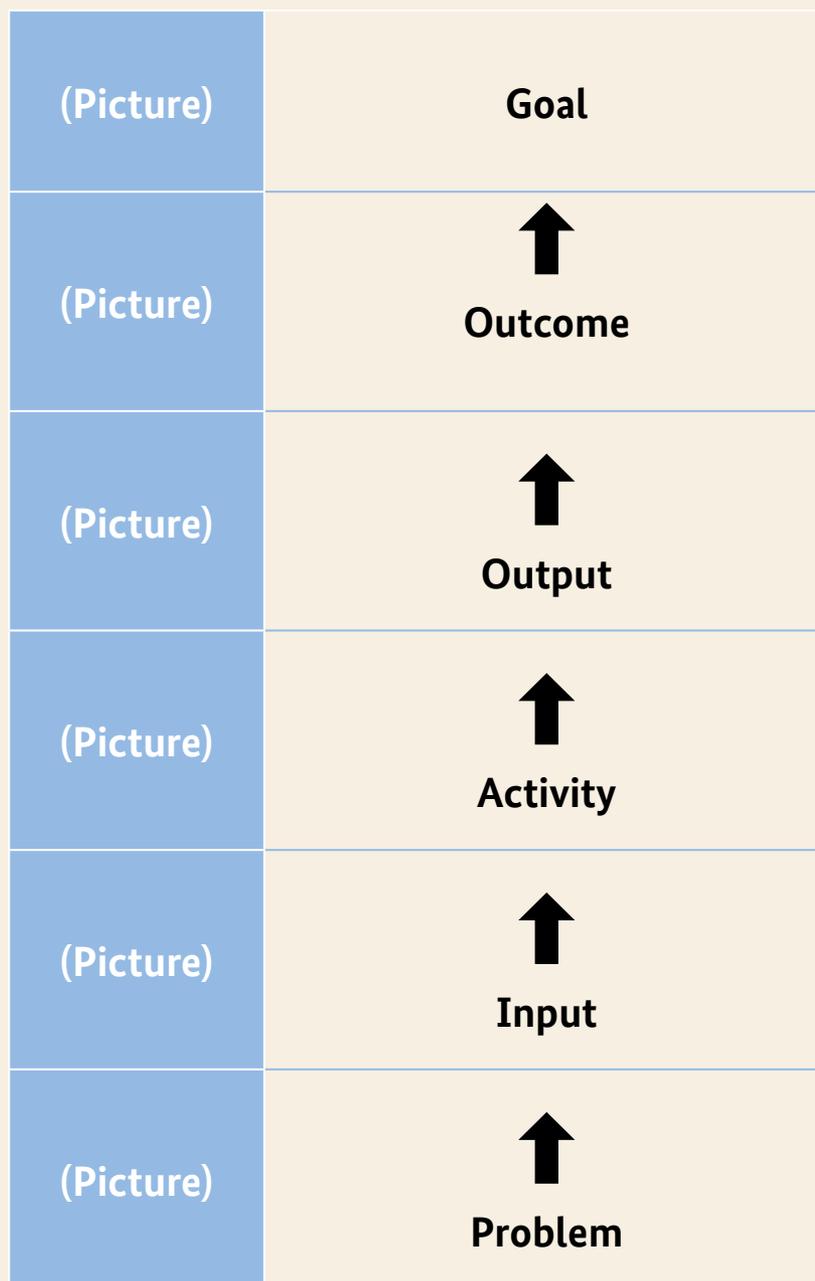


Figure 4.1 Matrix for familiarizing with the terms of Log Frame

Exercise 4.1: Thirsty Donkey (Examples are taken from Internet)



Source: Andrew Marcus, 2018



Source: India Times, 2023



Source: Dhaka Tribune, 2023



Source: Quoy Asia 2017



Source: Quoy Asia 2017

Example:

Following is an example of the terms of Log Frame-

	<p>Goal</p>
	<p>Outcome</p>
	<p>Output</p>
	<p>Activity</p>
	<p>Input</p>
	<p>Problem</p>

Figure 4.2: Exercise of familiarizing the terms of Log Frame

While conducting the exercise, any one of the examples can be used.

Notes

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Exercise 4.2: Logical Framework and Indicators

The Logical Framework format used in our national project formulation process may be used (DPP Guidelines) Now you are invited to think about the logical framework keeping input, output, activity, outcome and impact in mind.

Your task:

Step 1. The participants will identify three or more than three reasons of a specific problem of their city.

Example:

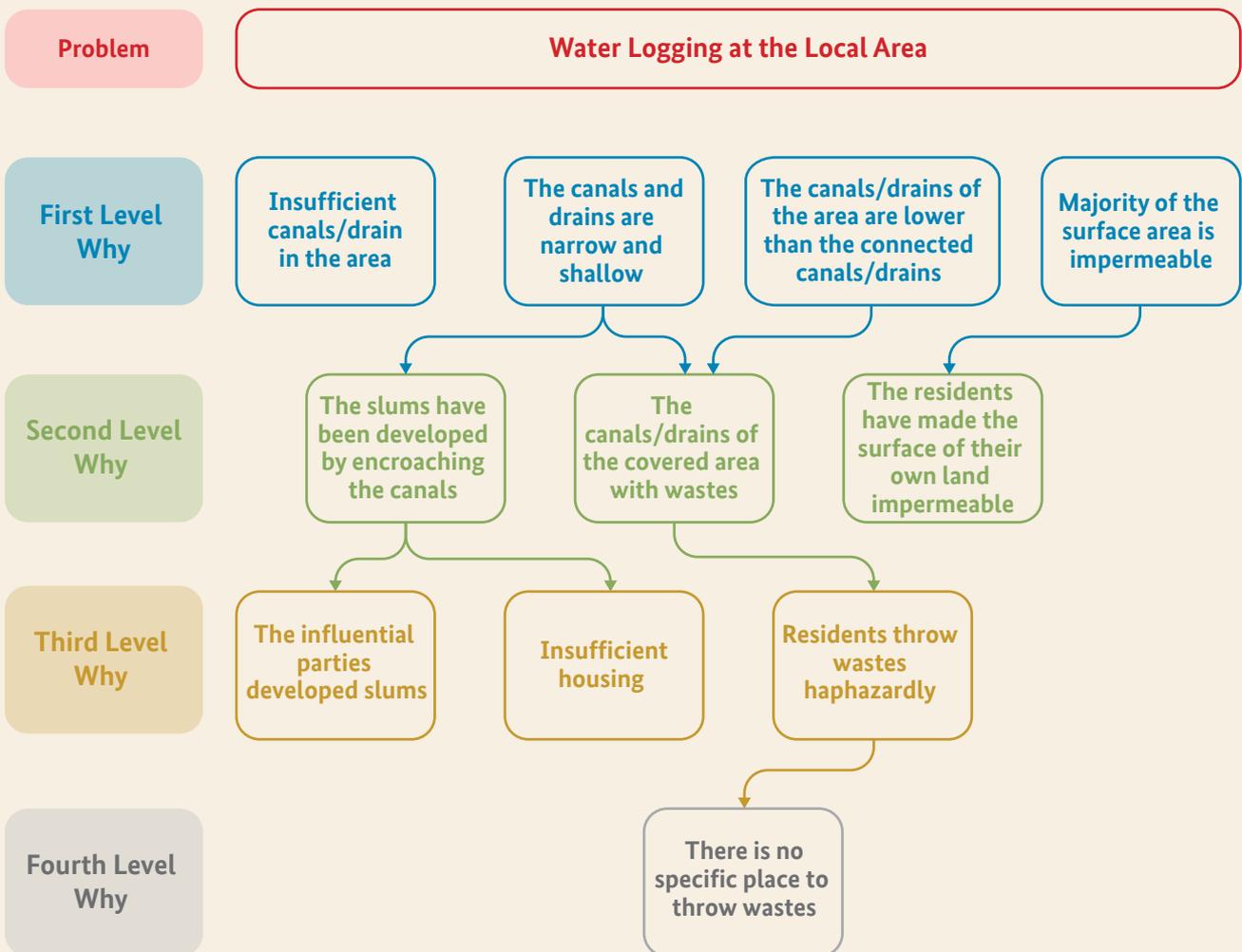


Figure 4.3: Example of identifying 4 Why's

Step 2. Develop corresponding logical framework

Step 3. Define one indicator for each framework level (impact, outcome, output, input)

Material

Table 4.1 Matrix for logical framework of project

	Description	Indicators
Goal	Mitigating the problem of water logging	<ol style="list-style-type: none"> 1. Number of population affected by water logging (SDG indicator 11.5.1 and 13.1.1) 2. Economic loss due to water logging (SDG indicator 11.5.2) 3. Damage in infrastructure due to water logging (SDG indicator 11.5.2) 4. Area of the surface affected by water logging 5. Number of water logged days yearly 6. Maximum depth of water logged
Outcome	<ol style="list-style-type: none"> 1. New canal/ drain has been developed 2. The depth of the canals has increased 3. The canals has widened 4. Trend in creating impermeable surface 	<ol style="list-style-type: none"> 1.1 Length of canals/drain 2.1 Depth of the canals 3.1 Width of the canals 4.1 Area of the impermeable surface (SDG indicator 11.7.1)
Output	<ol style="list-style-type: none"> 1. New canal/ drain 2. Clean canal/ drain 3. Housing for the slum dwellers 4. Awared residents 	<ol style="list-style-type: none"> 1.1 Length of canals/drain 2.1 Amount of waste in the canals 3.1 Number of houses for the slum dwellers (SDG indicator 11.1.1) 4.1 Number of residents who know impermeable surface to be the reason of water logging
Activities	<ol style="list-style-type: none"> 1. New canal/ drain will be developed 2. Installation of dustbins at the city 3. Start door-to-door waste collection service 4.1 Housing will be provided for the slum dwellers 4.2 Legal steps will be taken against the canal grabers 5. Awareness creating campaign 	<ol style="list-style-type: none"> 1.1 Length of canals/drain 2.1 Number of dustbins 3.1 Door-to-door waste collection service 3.2 Amount of waste collected 4.1 Slum free canals 4.2 Case filed against the canal grabers 5.1 Number of awareness raising campaigns

You can find more information about these tools at the City WORKS website
<https://localising-global-agendas.org/city-works-toolkit/keep-track-of-progress/action-learning-logical-framework/>
<https://localising-global-agendas.org/city-works-toolkit/keep-track-of-progress/action-learning-logical-framework-2/>

Clarifying the SDGs in Project Formulation

Review the annual plan of the City Corporation and the Paurashava for the past and current year and clarify it through a table. In the discussion of this matter, various issue-based data and evidence will be collected from the Bangladesh Bureau of Statistics at the local level and presented.

4.2 Identifying and Engaging Stakeholders for SDG Implementation

Stakeholders are individuals or groups with an interest or incentive in a **venture's** success or failure. Different stakeholders have different motivations. Stakeholders can be internal external individuals or organisations or groups. Stakeholder identification is important, as they can be positive or negative through their decisions or influence. Individuals or representatives who are stakeholders protect their support by directly and indirectly supporting or influencing the programme. A programme or project seeks to ensure that the needs of key stakeholders are met.

On the other hand, the key responsibility/role player (Actor) are the individuals or organisations or those that help in implementation from within the system. Key difference between Actor and Stakeholder lies in the role they play in the initiative or programme taken. In one word, an Actor is the major role player in the implementation of the initiative or programme. On the other hand, stakeholders are those who are benefited directly or indirectly by the initiative or programme or can influence the programme by their contribution. Pre-feasibility mapping is essential to identify the key stakeholders of various programmes and ensure that their needs or demands are met through active and effective coordination of Local Government Institutions (LGIs) i.e. City Corporations and Paurashavas, as key role players. It is also legally binding. The stakeholders and legal binding for the LGIs to engage those stakeholders are mentioned below-

Urban Local Government Institutions	Key Responsibility/Role Player (Actor)	Stakeholder	Legal Bindings for Stakeholder Consultation
City Corporation	Officers of various departments as per Section 49(15) of the Local Government (City Corporation) Act, 2009, Corporations constituted as per Section 5, Standing Committees as per Section 50, other Committees as per Section 52 (if any)	All beneficiaries, all citizens, tax payers, all voters, all professionals, field administration, Local Government Division, election commission, NILG, Inspector, Educational institutions, training institutions, LGIs, Medical insitutions, various government ministries or organisations etc.	Section 44 of the Act states that the Corporation shall publish the Citizens' Certificate (service provision); Section 53 provides for "engagement of any person in the work of the Corporation", Section 54 provides for "access of the public to the meeting of the Corporation". Pursuant to Section 57 the Citizens shall deliver the approved minutes of the General and Standing Committees of the Corporation in accordance with the prescribed rules; The Corporation shall publish the report in accordance with section 61; And as per Section 110 "any citizen has the right to obtain any information relating to the City Corporation unless restricted by government notification in the interest of public safety". Also in City Corporation Governance Development Strategy Paper, Serial No. 2.3.6 of 2020-2030, there is mention of citizen involvement. The role of citizens is important to make the City Corporation more transparent, accountable and effective in order to improve the service activities of the City Corporation and to meet the challenges of urbanisation. According to the strategy paper, the three aspects of citizen engagement are— (1) information exchange by the City Corporation with citizens through various channels; (2) participation of citizens in the decision-making process by expressing their needs/opinions; and (3) making citizens aware of their responsibilities to ensure their participation in the implementation of various activities of the City Corporation.

Urban Local Government Institutions	Key Responsibility/Role Player (Actor)	Stakeholder	Legal Bindings for Stakeholder Consultation
Municipality	Municipal council constituted under section 6 of the Local Government (Paurashavas) Act, 2009; Ward Committee as per Section 14, Municipal Officer-Employee as per Section 73, Standing Committee as per Section 55; and Town Level Coordinating Committee (TLCC) and Government officers-employees certified under Section 75	All beneficiaries, all citizens, tax payers, all voters, all professionals, field administration, Local Government Division, election commission, NILG, Inspector, Educational institutions, Other local government institutions, Local police administration, various government ministries etc.	Section 53 of the Act Publication of Civil Certificates; According to section 57, the provision of attendance of citizens in the municipal meeting; According to section 115, the Paurashava shall exchange views with the people of its area.

The context:

The quality of the interaction of various groups and stakeholders in cities – from public administration, private sector and civil society will determine successful implementation of projects and measures related to all the agendas.

The implementation of any project should be conducted in a participatory and collaborative way. A different number of actors need to be involved throughout the different process. These actors differ according to their concernment, interests and power to act, and therefore in the way they should be involved in the process.

Exercise 4.3: Steps to Engage Stakeholders in the Planning Process

Your task:

A hypothetical project needs to be chosen to conduct the exercise session

Your task:

Participants will be introduced to a hypothetical project relevant to the LGI. The exercise will be conducted in relevance to the selected project. Some basic information needs to be collected before the training session to demonstrate the importance of the project at local level.

Step 1. Decision to include Stakeholders, identification of scope and limitations to include stakeholders.

Though inclusion of stakeholder is considered necessary for any project to get input from all population groups linked with the project but the involvement of the stakeholders' group are often done in an informal way. Thus, it is important to discuss the scopes and limitations on stakeholder inclusion in the project to address potential constraint and to utilize possible benefits.

Step 2. List the most relevant stakeholders involved in your project.

The participants will be engaged in a brain storming session to identify potential stakeholders from global (financial/technical support giving development partners), national (concerned ministry/agency) and local levels (LGI, local NGOs, CBOs, business entities, women, representatives from households, minority groups etc.).

In this session the participant groups will also identify if they need any special support from the LGI to attend the stakeholder sessions.

Step 3. Divide the participants into 5/6 groups to represent each stakeholder.

All the participants (about 25-30) will be divided into 5/6 groups to represent each stakeholder. Each group need to focus on the issues, interests, benefits and cost of the proposed project from the view point of the stakeholder group whom they are representing.

Step 4. Introducing Stakeholder Groups to the project and its relation to SDGs and climate change issue.

A brief description of the project will be presented to sensitize the participants regarding the link of the project with SDGs and climate goals.

Step 5. Stakeholder Analysis: Understand, assess, analyse and prioritize stakeholders

Each stakeholder group will be asked to assess their power and interest on the proposed project. Each stakeholder group will be asked to explain their status and identify their position in the following Figure 3 (Power- Interest Matrix).

Figure Y will be used to identify the stakeholders as promoter and challenger for the project. Size of the circles will subjectively represent the power of the stakeholder.

This analysis will help to get a clear idea about the nature, power and interest of the stakeholder groups.

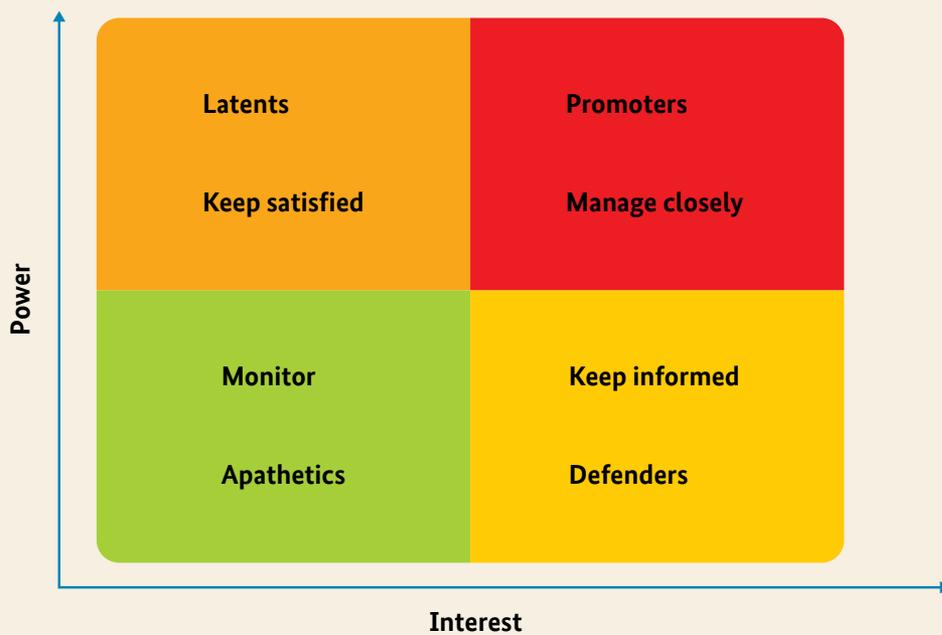


Figure 3.4 Power-Interest Matrix

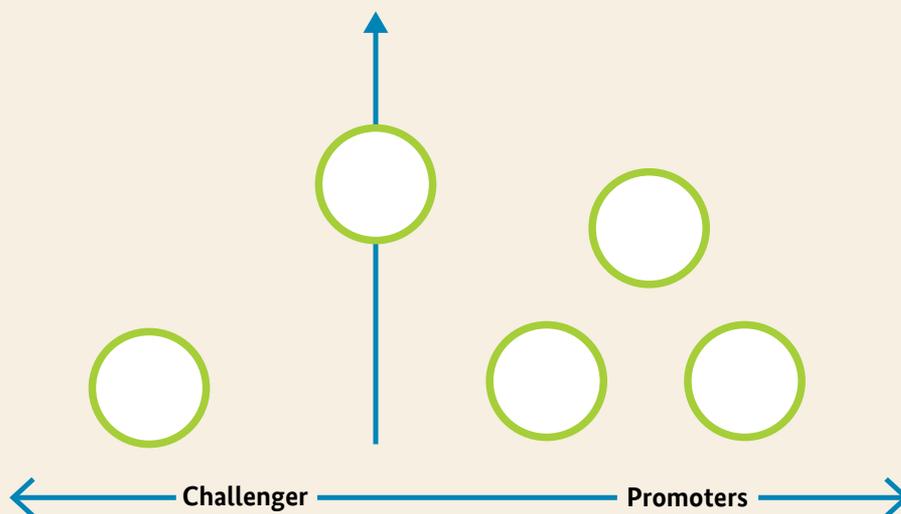


Figure 4.5 Identification of stakeholders as challenger and promoter

Step 6: Planning and scheduling for stakeholder engagement in the plan preparation phases

A series of stakeholder workshops need to be designed. Thus, it is necessary to identify a convenient time and schedule. Based on the above analysis some of the stakeholders may not need to attend all the workshops scheduled during the different phases of the planning process.

In this exercise session stakeholder groups will mention their preference about time after group discussion.

Step 7: Purpose and modality of stakeholder engagement at each phase of planning process

Planning process is comprised of a number of steps. The stakeholders' group will be introduced with the different phases of the planning process and they will be asked to explain their role in each phase. They will choose the possible mode of interaction.



Figure 4.6: Steps to engage stakeholders in the planning process as exercised in the Pilot Training at Khulna
 You can also find several City WORKS tools regarding stakeholders:
<https://www.projectmanager.com/blog/what-is-a-stakeholder>
<https://localising-global-agendas.org/city-works-toolkit/collect-information/preparation-tool-1/>
<https://localising-global-agendas.org/city-works-toolkit/supporting-activities/identify-and-engage-stakeholders/>

Notes

4.3 Assessment of City Challenges and Opportunities Regarding Climate and Resilience

The Context

All global agendas (Agenda 2030 and the Sustainable Development Goals, the Paris Climate Agreement, the Sendai Framework for Disaster Risk Reduction, the New Urban Agenda etc) are intrinsically connected. Urban development actions can contribute to implementing various agenda goals and targets. It is important to look at ways to implement all agendas coherently, specially at the local level.

Different cities are faced with different challenges and opportunities. Associated potential impacts and trade-offs with regards to global agendas and interlinkages and co-benefits arising can also be a good scope for assessing urban actions. In the end, for local actors, it is not really about implementing the global agendas, but it is about dealing with the current challenges faced, and making use of available opportunities. And yet a city is not homogeneous, in order to develop impactful projects, that also have the aim of leaving no one and no place behind, it is crucial to understand the issues at a spatial scale. This helps you to identify the neighbourhoods where specific challenges may have to be addressed more urgently than in other parts of the city. It is important to analyse the surrounding areas as well and think of additional challenges and opportunities that may exist in these specific local contexts.

Concepts and Definitions:

The United Nations Office for Disaster Risk Reduction (UNDRR, formerly UNISDR), is the main UN body for the international coordination of disaster risk management. Over the last twenty years, one of its tasks has been to promote a common understanding of key concepts and terminology related to the field of disaster risk management. Therefore, most of the terms presented below (in thematic sequence) have been prepared by UNDRR and their partners.

Disaster: “A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, economic and environmental losses and impacts.” (UNDRR, 2020).

Urban Resilience: “The measurable ability of any urban system, with its inhabitants, to maintain continuity through all shocks and stresses, while positively adapting and transforming toward sustainability.” (Urban Resilience Hub – UN-Habitat, 2020).

Disaster Risk: “The potential loss of life, injury, or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined probabilistically as a function of hazard, exposure, vulnerability and capacity.” (UNDRR, 2020).

Hazard: “A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation.” (UNDRR, 2020).

Exposure: “The situation of people, infrastructure, housing, production capacities and other tangible human assets located in hazard-prone areas.” (UNDRR, 2020).

Vulnerability: “The conditions determined by physical, social, economic and environmental factors or processes which increase the susceptibility of an individual, a community, assets or systems to the impacts of hazards.” (UNDRR, 2020).

Capacity: “The combination of all the strengths, attributes and resources available within an organisation, community or society to manage and reduce disaster risks and strengthen resilience.” (UNDRR, 2020).

Different hazard types can impact cities. Amongst the different ways of categorising them, UN-Habitat’s Urban Resilience Hub considers the following:

- Biological: Infectious diseases, infestations
- Natural: Drought, extreme meteorological conditions, wildfire, earthquake, mass movement, volcanic activity, flood, storm, wave action
- Environmental: Water-soil degradation, air pollution, erosion, biodiversity loss

- Societal: Socio-economic shocks, socio-spatial shocks, socio-cultural shocks, socio-political shocks, crime, cyber-attack, terrorism, conflict
- Technological: Industrial & mining incident, non-industrial incident, failure of infrastructure & services
- Complex: Failure of supplies (food, water or energy crisis)

Exercise 4.4: Spatializing challenges and opportunities (SDGs, climate, resilience) in the map

Your task:

Step 1: Identify main challenges and opportunities in your city regarding SDGs and Climate Resilience and write them in the colourful sticky notes

Step 2: Localise the main challenges and opportunities in your city map. If possible, use different colours and dots to do so.

Step 3: Discuss which challenges and opportunities go beyond spatial spots.

Step 4: Identify different shocks and stresses possibly associated with each issue you have identified (for the cases where the issues are not shocks or stresses already).

Step 5: Map the areas of direct and indirect impact of each shock and stress identified

Step 6: Fill out matrix with corresponding challenge/potential, connection to SDGs, climate mitigation/adaptation and resilience elements.

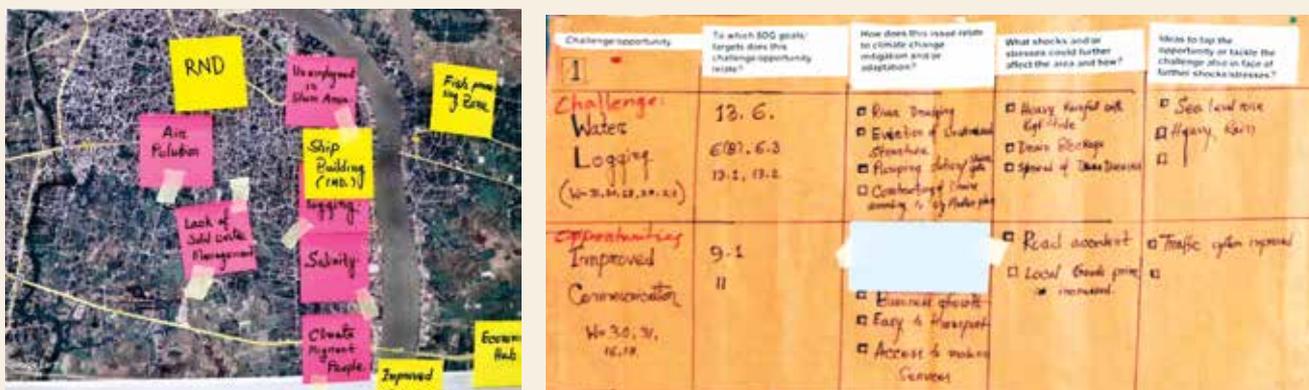


Figure 4.7 Spatializing challenges and opportunities in the map exercised in the Pilot Training at Khulna

You can find more information/references about this tool at the City WORKS website:

<https://localising-global-agendas.org/city-works-toolkit/understand-current-situation/localising-issues-in-the-city-map/>

<https://localising-global-agendas.org/city-works-toolkit/understand-current-situation/spatialising-challenges-and-opportunities-resilience-addition/>

Online tool. <https://app.localising-global-agendas.org/sdg-resilience-mapping>



Figure 4.8 Screenshots of Khulna maps (You need to include maps from other cities accordingly)

Table 4.2 Matrix for continued analysis of challenges and opportunities
Role of participants in group work: (include your department name)

Challenge/opportunity	To which SDG goals and targets does this challenge/opportunity relate?	How does this issue relate to climate change mitigation and/or adaptation?	What shocks and/or stresses could further affect the area and how?	Ideas to tap the opportunity or tackle the challenge also in face of further shocks/stresses?
EXAMPLE: Challenge: waste management	SDG 12.4.2 / SDG 13.1	<ul style="list-style-type: none"> - methane emission / climate change mitigation by reducing methane - water / soil pollution - adaptation by reuse 	Possible water logging due waste in drainage during heavy rain fall	Zero waste strategy / waste management masterplan
EXAMPLE: Opportunity: open space in the eastern bank of river	SDG 8 / SDG 13	<ul style="list-style-type: none"> - climate change adaptation (green and blue infrastructure) and ETP 	Possible air and river pollution from economic hub	Developing economic zone using green technology and ETP

4.4 Identifying and Mobilising Resources

Resource:

A resource is a source of achieving a useful objective or producing or securing benefits. For example, the human resources of an organisation are an asset for the organisation. Resources are of three types-natural, man-made and human resources. Resources obtained from nature are called natural resources. Natural resources for local government institutions are the land and water bodies of the local area.

Also property is something that is used to produce value. Direct correlation of positive value generation with assets. Property for Local Government Institutions is a fixed rate fixed by the Government and sources of income from business, profession, scholarship. For example, taxes, rates, tolls, lease income, etc. are assets for local government institutions.

Legal Basis of Local Government Institutions' Resource Mobilisation:

Article 60 of the Constitution of Bangladesh “Powers of Local Government Institutions” fully implements the provisions of Article 59 Parliament shall empower local government institutions by law for the purpose of taxation on local needs, to prepare budgets and create their own funds with the power to levy taxes. Local governance shall be vested in each administrative unit of the Republic on institutions composed of elected persons. According to Articles 59 and 60 of the Constitution, the Government has delegated the following powers to the local government bodies.

The assets and properties and sources of income of Paurashavas and City Corporations are as follows-

City Corporation	Paurashava
Section 80 of the Local Government (City Corporations) Act, 2009 property of City Corporation; Section 82 to 90 of Chapter 2; and 26 sources of income mentioned in the 4th Schedule to the Act City Corporation Standard Tax Schedule, 2016 City Corporation Holding Tax Management Manual, 2021 City Corporation (Imposition) Rules, 1986	Sections 98 to 105 of the Local Government (Paurashavas) Act, 2009 3rd Schedule to the Act Municipal Standard Tax Schedule, 2014 Municipal Tax Levy and Collection Procedure Rules, 2013

Exercise 4.5: Mobilising resources

Your task:

Step 1: Select one project.

Step 2: Confirm the duration and measurement of the project using the provided matrix.

Step 3: Discuss what are the resources necessary for the project to be implemented, including the general type of resources (e.g. land, money, labour) and how to mobilize them.

Step 4: Identify what actors could potentially contribute with the necessary resources to the project

Table 4.1 Matrix for resource identification

Projects	Duration	Project target (Length, width, number)	Beneficiaries	Necessary resources (types)*	Source of resources (actors)
EXAMPLE: Improvement of inadequate housing units	24 months	50 housing units	50 low-income families	Materials Labour Technical assistance Money	Construction company (donation of materials) Local government (money) NGO (technical assistance) Households (labour)

*Resources (types): Human/labour; Materials; Land; Natural Resources; Infrastructure; Time; Money; Knowledge (traditional, technical, ...)



Use of SDG Data Reporting and Monitoring Tools

MODULE 5

Exercise: Internal SDG Tracking Tools (Excel Tool)

Exercise 5.1: SDG monitoring at the local level

Your task:

The objective of this tool is to help you assess how your project contributes to achieving the Sustainable Development Goals in your city. The final result of the task is a dashboard where you will be able to quantify the current status in relation to the SDGs, projection and the evolution of its impact.

Your task will be to go through the tool in detail and provide feedback on how to improve it. Your feedback will be incorporated into the final version of the tool to be delivered as part of this project.

Material

- ➔ Excel tools for feedback and testing

Exercise 5.2: Data challenges and brainstorming ideas

Your task:

Now you are invited to get to know in more detail of some of the indicators.

Step 1: For each of the most relevant indicators (pre-selected ones, most relevant ones from previous exercise (assessed bad/critical), think about possible source of data to build the indicator

Step 2: Identify the relevant institutions / stakeholders responsible for data collection for each indicator.

Step 3: Discuss about the challenges that might occur in regard to collecting the data and possible innovative solutions.

You can summarize your findings in the following table. The indicators listed are just exemplary for the sake of the exercise.

Table 5.1. Matrix for indicator analysis

Indicator	Possible Source of Data	Institution / Stakeholder responsible	Challenges	Innovative solutions
<p>EXAMPLE: 11.6.1 Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities</p>	<p>Household surveys Waste collection company records</p>	<p>Paurashava</p>	<p>Data might be outdated or incomplete, covering only sections of the city</p>	<p>Engage with waste pickers to estimate waste collected and disposed by them</p>

OPTIONAL: If you want, you can also start the analysis from available data you might have at the local level (census data, administrative data, etc). Another possible format for the analysis:

Step 1. Use the indicators defined in the previous exercise as a reference.

Step 2. Ask the groups to discuss the following questions and to write down their main findings:

What type of data exists in your city when looking at the prioritised issue?

Is it suitable to monitor trends and progress on the issue?

What are the challenges regarding the data?

What are possible solutions to deal with these challenges?

You can summarize your findings in the following table. The indicators listed are just exemplary for the sake of the exercise.

Table 5.2 Matrix for data analysis

Data exists in your city when looking at the prioritized issue	Is it suitable to monitor trends and progress on the issue	Institution / Stakeholder responsible	What are challenges regarding the data	What are possible solutions to deal with these challenges
EXAMPLE: Data on which households pay waste collection fees	Data can support understanding coverage of (formal) waste collection system	Local finances/tax collection department	Could be inconsistent with other registries (e.g., property cadastre)	Make different registries consistent before moving on with data analysis

Perspective:

Measurement is essential to manage anything. Data is crucial for determining baseline status of indicators and analyzing rate of target attainment. Availability of quality and reliable data is a major challenge. "There is a gap between the type of data that is available and what is needed."

A smart set of indicators is needed to monitor and evaluate projects. Some suggestions for choosing/creating indicators:

Tip 1: Clarify statements about outcomes (objectives/goals).

Tip 2: Find out if there are ideal indicators

Tip 3: Each indicator should measure only one thing

Tip 4: Create a mix of log-frame sequence indicators for a specific project

Tip 5: Mix quantitative and qualitative indicators for a specific project

Tip 6: Limit the number of indicators used to track each objective or outcome to a few (two or three).

Tip 7: Consider the target audience you are working with

Tip 8: Participatory Process

HOMWORK – WAY FORWARD

Goal: Establish a road map for implementing SDG localisation processes

You are now going back to work and you feel motivated about the task of localizing SDGs in your Paurashava. Together with other colleagues, you are now invited to think about the first actions needed, who would be responsible for the actions and the timeline. You should do that for the following categories. (Ideally you can also involve external stakeholders and use other categories). Define for each of the categories the immediate actions to take place, the responsible person/department and the timeline for the action.

You can summarize your findings in the following table. The indicators listed are just exemplary for the sake of the exercise.

Table 5.3 Matrix for roadmap for action

Area	Immediate Actions	Responsible	Timeline
Raising awareness / Stimulating local commitment	Example: Briefing and meetings with departments	Head of department X, Y	Within 2-3 weeks
Baseline Study / Understanding current situation in the city	Example: overview of available data at local level	Statistic department	Within 6 weeks
Stakeholder mapping and identifying formats for engagement			
Creating a task force on global agendas			
Developing an action plan			
Synchronising activities with national agendas and strategies			
Setting up a business model (financial resources) / align with budgeting process			
Monitoring and evaluating progress			
Capacity development and best practice promotion			

In a second step, after managing to involve also other stakeholders in the process (e.g. create a task force), it would be recommended to also develop a roadmap with medium- and long-term actions.

You can find more information and other tools at the City WORKS website
<https://localising-global-agendas.org/city-works-toolkit/plan-for-action/>

Annexure: SDG Alignment Matrix with the Functions of Local Government Institutions



Goal 1 : End poverty in all its forms everywhere.

Target	Description	Functions of City Corporation	Functions of Paurashava (Paurashavas)
1.1	By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.	27. Social Welfare	61. Social Welfare
1.3	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.		45. fire extinguishing 46. Civil Defense
1.5	By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.		47. Flood
1.a	Ensure significant mobilisation of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions.		61. Social Welfare 63. Social Development Plan
1.b	Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender sensitive development strategies, to support accelerated investment in poverty eradication actions.		61. Social Welfare 63. Social Development Plan



Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

Target	Description	Functions of City Corporation	Functions of Paurashava (Paurashavas)
2.1	By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.	11. Food and Beverages 11.1 Regarding food and beverages 11.2 & 11.3 Milk supply	19. Food and Beverages
2.2	By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.	11. Food and Beverages 11.1 Regarding food and beverages (d), (e) (f)	45. fire extinguishing 46. Civil Defense
2.3	By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.		16. Government water Reservoir (2)



Goal 3: Ensure healthy lives and promote well-being for all at all ages.

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
3.1	By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.	4. Health centers and maternity homes, etc	Act, 2009, Sec 50 (2) (h) Provision of citizen health services
3.2	By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.	5. Public health development 6. Hospitals and Dispensaries 7. Medical aid and health education	Act, 2009, Sec 50 (2) (h) Provision of citizen health services Schedule-02 1. Responsibilities of the health system 6. infectious disease 7. Public health development 8. Hospitals and Dispensaries 9. Medical aid and health education
3.3	By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.	3. infectious disease	
3.4	By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.	5. Public health development 6. Hospitals and Dispensaries 7. Medical aid and health education 26.7. culture	Act, 2009, Sec 50 (2) (j) Schedule-02 9. Medical aid and health education 51. Garden or park 52. open space
3.5	Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.	6. Hospitals and Dispensaries	8. Hospitals and Dispensaries
3.6	By 2020, halve the number of global deaths and injuries from road traffic accidents.	18. Pathway/road 18.4 Pathway/road Street lighting (18.12 & 18.13) 19. Vehicle control 19.1 The Corporation can control the movement of vehicles for safely and easily move of Pedestrian on the road by Issue regulations	43. Vehicle control Act, 2009, Sec 50 (2) (e) Construction of roads, footpaths, public transport, terminals through development of communication system.
3.7	By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.	5. Public health development The Corporation may take any other necessary action for the purpose of improving public health including health education 7. Medical aid and health education	7. Public health development Reference of this act & Rules, Paurashavas may take any other necessary action for the purpose of improving public health including health education
3.8	Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.	6. Hospitals and Dispensaries	8. Hospitals and Dispensaries

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
3.9	By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.	1. Public Health Unsanitary/Unhealthy buildings (1.2 & 1.3)	16. Public Reservoir



4 QUALITY EDUCATION

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
4.1	By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.	26 Education & Culture 26.2 Education	Act, 2009 Section 50 (2) (j)
4.2	By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.		
4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.	26 Education & Culture Education 26.4 & 26.6 (h) (2)	56. Education & Culture 56 (4) Education
4.4	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.	26 Education & Culture Education 26.4 & 26.6 (h) (2)	56. Education & Culture 56 (4) Education 58 (c) General rules relating to education
4.5	By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.	26.5 Compulsory education 26.6 (e) General rules relating to education	57. Compulsory education
4.6	By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.	26.5 Compulsory education 26.6 (d) General rules relating to education	57. Compulsory education
4.7	By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.	26.6 General rules relating to education 26.6 (g) (3), 26.6 (h), 26.6 (b) (c) 26.8 Libraries	58 General rules relating to education (a) (b) (f)
4.a	Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.		
4.b	By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries.		

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
4.c	By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States.		



Goal 5: Achieve gender equality and empower all women and girls.

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
5.1	End all forms of discrimination against all women and girls everywhere.	26.7. Culture (k) 27. Social Welfare (e)	59. Culture (i) 60. Libraries 61. Social Welfare (e) (f)
5.2	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.	27. Social Welfare (c)	61. Social Welfare (c)



Goal 6: Ensure availability and sustainable management of water and sanitation for all.

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
6.1	By 2030, achieve universal and equitable access to safe and affordable drinking water for all.		10. water supply 12. Water drainage 13. Water drainage project 14. Bathing and washing place 15. Dhopei and Dhopaghat
6.2	By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.	Urinary and toilet 1.8, 1.9	61. Social Welfare (c)
6.3	By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.	Garbage removal, collection and management 1.4, 1.5, 1.6, 1.7	



Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all.

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
7.1	By 2030, ensure universal access to affordable, reliable and modern energy services.	16. Urban Planning 16.1 Master Plan 18. Road/Pathway Street lighting system 18.12 & 18.13	39. the road 41. Street lighting system 62. Development Planning 63. Social Development Planning 64. Commercial projects

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
7.2	By 2030, increase substantially the share of renewable energy in the global energy mix.		
7.3	By 2030, double the global rate of improvement in energy efficiency.		
7.a	By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.		
7.b	By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programmes of support.		



Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.		24. animal husbandry (1)
8.3	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services.		26. animal farm (1), (2)
8.6	By 2020, substantially reduce the proportion of youth not in employment, education or training.		58 General rules relating to education (b) (c) (e) (f)
8.7	Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.	26. Social Welfare (a) (b) (c) (d) (e) (f) 28.2 Social Development Planning	63. Social Development Planning
8.9	By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.	26.7 Culture (k) (l) (n) (o)	59. Culture (a), (b), (e), (f), (g), (i), (j)



Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
9.1	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.		12. Water drainage system 13. Water drainage project 14. Bathing and washing place 15. Dhopighat and Dhopa 16. Public Reservoir 17. Common ditch crossing 38. Public road 39. The Road 40. General provisions on roads 41. Road lighting system 42. Road washing system 43. Vehicle control 44. General vehicles
9.2	Promote inclusive and sustainable industrialisation and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.		18. Government Fisheries 21. General market 22. Private market 23. slaughterhouse
9.3	Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.		24. animal husbandry 26. animal farm 28. Animal Resource Development
9.4	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.		32..Master Plan 33. Land Development Plan 34. Implementation of land development projects



Goal 10: Reduce inequality within and among countries.

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
10.1	By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average.	27. Social welfare 28. Development 28.2 Social Development Planning 28.3 Commercial projects	56. education 58. General provisions relating to education 61. social welfare 62. Development plan 63. Social welfare plan 64. Commercial projects
10.2	By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	27. Social welfare 28.2 Social Development Planning	62. Development plan 63. Social welfare plan

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
10.b	Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes.	28.3 Commercial projects	64. Commercial projects



Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable.

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
11.1	By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.	<ul style="list-style-type: none"> 1. public health 2. Birth, Death and Marriage Registry 3. infectious disease 4. Health center and maternity home 5. Development of public health 6. Hospitals and Dispensaries 7. Treatment, help and health education etc 8. Water supply and drainage systems 17. Building control 18. road 20. public safety 	<ul style="list-style-type: none"> 1. Responsibilities of the health system 5. Registration of births, deaths and marriages 6. infectious disease 7. Development of public health 8. Hospitals and Dispensaries 9. Treatment, aid and health education, etc 10. water supply 11. Private source of water supply
11.2	By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.	<ul style="list-style-type: none"> 18. road 19. Vehicle control 20. public safety 21. Disaster management 22. Regulation of trade in dangerous and noxious substances 	<ul style="list-style-type: none"> 35. Building construction and remodeling 37. Building control 38. Public road 39. the road 40. General provisions on roads 41. Road lighting system 43. Road washing system 44. General vehicles 45. fire extinguishing 46. Civil Defense 47. the flood 48. Trade in dangerous and harmful substances
11.3	By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.	28. Development	32. master plan

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
11.5	By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the economic losses relative to gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.	11. Food and Beverages 12. General market 13. Private market	6. infectious disease 17. Beyond the ordinary 14. Bathing and washing place 13. Water drainage project 47. the flood 50 tree planting 16. Government Reservoir



Goal 13: Take urgent action to combat climate change and its impacts.

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	24. Trees, parks, gardens and forests 24.1. tree planting 24.6. the forest 24.9 Tree Damage Activities	47. flood 50. (1) (2) tree planting
13.2	Integrate climate change measures into national policies, strategies and planning.	21. Disaster management 25. Ponds and lowlands 28. development 28.3. Commercial projects	54. (3) (4) Initiatives related to tree damage 55. Ponds and lowlands
13.3	Improve education, awareness- raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	22. Trade in dangerous and harmful substances	48. Trade in dangerous and harmful substances
13.a	Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate fund through its capitalisation as soon as possible.	28. (b) Development	62. Development Planning (2) (c)
13.b	Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries, including focusing on women, youth and local and marginalized communities.	16. Urban Planning 16.1 Master Plan 27. Social Welfare	61. Social Welfare 62. Development Plan



Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
16.1	Significantly reduce all forms of violence and related death rates everywhere.	28. Development 28.2 Social Development Plan	63. Social Development Plan
16.2	End abuse, exploitations, trafficking and all forms of violence against and torture of children.	28. Development 28.2 Social Development Plan	63. Social Development Plan
16.3	Promote the rule of law at the national and international levels and ensure equal access to justice for all.		Dispute Settlement (Municipal) Area Board Act, 2004
16.4	By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime.		
16.5	Substantially reduce corruption and bribery in all their forms.		
16.6	Develop effective, accountable and transparent institutions at all levels.	Functions of Standing Committees on Law and Order, Social Welfare, Women and Child Development, Youth Development, Sports and Culture	Functions of Standing Committees, Ward Committee And TLCC
16.7	Ensure responsive, inclusive, participatory and representative decision-making at all levels.		Functions of Standing Committees, Ward Committee And TLCC
16.8	Broaden and strengthen the participation of developing countries in the institutions of global governance.		
16.9	By 2030, provide legal identity for all, including birth registration.	2. Birth and Death Registration and Marriage Registry	5. Registration of births, deaths and marriages
16.a	Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime.	20. public safety 20.3 Civil Defense	46. Civil Defense



Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Target	Description	Functions of City Corporation	Functions of Pourashava (Paurashavas)
17.1	Strengthen domestic resource mobilisation, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.	Local Government (City Corporation) Act, 2009 4th Schedule City Corporation Standard Tax Schedule, 2016	Local Government (City Corporation) Act, 2009 3rd Schedule Municipal Standard Tax Schedule, 2014

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1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

39+1

PRIORITY INDICATORS



Mr. Md. Abdul Khaleque

Mr. Md. Abdul Khaleque is an officer of BCS (Administration) cadre. He joined Bangladesh Civil Service in 1994 through 13th BCS. He served as Assistant Commissioner and Magistrate, Assistant Commissioner (Land), Senior Assistant Secretary, Upazila Nirbahi Officer and Additional District Commissioner at the field level. He holds BSc AG (Hons) and MSS (Government & Politics) degrees. He also participated in various trainings and seminars at home and abroad. Currently he is working as a Joint Director at National Institute of Local Government (NILG). He was involved in the preparation of the following handbooks: Training handbook on the role of Village Police Force in maintaining law and order, training handbook on Zilla Parishad Act, Public procurement and audit, handbook on Zilla Parishad administration and office management, handbook on Municipal administration and financial management, Training handbook on Orientation training of Upazila Parishad rules, Training handbook on Orientation and implementation training of responsibilities and duties of Upazila committees, Trainer training handbook for union Parishad, basic training on Union Parishad for union Parishad Chairman, Members and Secretaries and Foundation Refreshers Training Course for Union Parishad Secretaries.

Revenue and Expenditure Nature of Union Parishads in Hill Districts, E-Service Delivery through Union Digital Centers (UDCs), Challenges and Opportunities of Elected Women Representatives in Urban Local Government: A Study on City Corporations in Bangladesh, Role of Union Parishads in Farmer Level Awareness of Chemical Use in Vegetables Formulating and addressing SDGs (2.2, 2.4, 12.4,12.8) and Dispute Resulation (Urban Areas) Board Act, 2004: An evaluation articles titled "Journal of Local Government" by NILG It has been published in different Volumes.



Mrs. Kamrun Nahar

Mrs. Kamrun Nahar is working as Assistant Director at National Institute of Local Government (NILG). She got Honors and Masters Degree in Economics from Cumilla Victoria University College under National University. She joined this institution in 2006. She has various researches, studies and articles on various issues of local government institutions such as local justice system, coordination of various public and private institutions at local level, role of local government in education system etc. She is the author of various training manuals, curricula, modules, handbooks. She has attended various training courses and Advanced Training of trainer (ATOT) courses at home and abroad. She is a member of the Master Trainer Pool of various organisations. She has special expertise in conducting sessions in a modern participatory method. So far he has experience in conducting a total of 10 researches, 01 action researche, 03 training impact assessments, 06 journal articles, 01 programme impact assessments. He is the author of total 04 TOT Manuals, more than 15 Training Manuals and one Theme Specific Training Manual. She is a regular evaluator of studies conducted by NILG. Currently, she has worked as a key developer of training on SDG localisation for urban local government institutions under the ICICF project from the Department of Economic Relations Division of the Government of the People's Republic of Bangladesh with the technical support of GIZ Bangladesh.



Mrs. Manika Mitra

Working as Research Officer at National Institute of Local Government (NILG). She obtained Honors and Master's degree in Geography and Environment under Faculty of Earth and Environmental Science of Dhaka University. Later she obtained her M.Phil degree from the Department of Geography and Environment of Dhaka University where her research topic was: Impact of Depletion of Forest on Environment: A Case Study of Madhupur Pleistocene Terrace Area in District of Tangail". She is the author of various research reports, articles, training manuals and modules, trainer training manuals and modules and handbooks on local government, environment, urban management and climate change. She has participated in various trainer-training courses in the country and abroad. So far she has published 10 research works, 5 journal articles (at home and abroad), 12 trainer training manuals, 20 training manuals and modules. She has served as the Deputy Project Director of "Mutual Learning Programme Institutionalisation Project in Bangladesh" implemented by NILG with the financial support of Swiss Government.



Dr. Ishrat Islam

Professor Ishrat Islam is currently working as the Dean of the Faculty of Architecture and Planning of Bangladesh University of Engineering and Technology (BUET). Professor Ishrat obtained her graduation degree in Department of Architecture from BUET, did her post-graduation in Urban Planning from USA and did her PhD at Ritsumeikan University. Her research interest includes wetland management, disaster management and climate resilience. She has worked as an advisor with different development partners including UNDP, UNICEF and GIZ.



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Ms. Sadia Afroj

Sadia Afroj is an Assistant Professor at Department of Urban and Regional Planning of Bangladesh University of Engineering and Technology (BUET). Her primary field of research includes incorporating the climate related issues into the rules and regulations. Beside this, she has experience in disaster management, climate change in project planning, spatial planning and application of GIS in decision making. In her previous researches, she has focused on technological knowledge and promotion of policy decisions among primary stakeholders and practitioners, in association with different ministry and development partners, including GIZ and UNDP.



Ms. Sumaiya Tabassum

Sumaiya is an Urban Planner. After graduating from Department of Urban and Regional Planning of BUET in the year 2021, she is currently doing her post-graduation in the same department. She is working as a Research Assistant, as a part of the BUET Team, with GIZ. Her field of interest include environmental planning and management, climate change and sustainable development. She works on localizing different rules, plans and actions.



Ms. Luciana Maia

Environmentalist & urbanist by passion, consultant, facilitator & researcher by profession and engineer by formation, Luciana is a dreamer, world citizen and life-long learner. Working with development / international cooperation for the past 15 years, she is currently involved in enabling urban stakeholders to implement global agendas locally. She has been supporting the development and implementation of City WORKS, an approach that support cities and urban stakeholders to understand and connect e.g. the Sustainable Development Goals (SDGs) with local visions and realities. Experienced project manager, trainer & networker, Luci has been engaging mainly with government and research organisations, but also with NGOs and associations in Germany as well as in the global south, with experiences in Bangladesh, India, China, Ghana and Brazil, among others.



Mr. Evandro Holz

Evandro Holz is an Urban Engineer with more than 15 years of experience in more than 30 countries. His work entails bringing policy into action and action into policy in various fields related to urban development, such as urban resilience, housing and slum upgrading. He is the CEO of Clurb, a social enterprise focused on providing simple and affordable software for the least resourced cities, and serves as an international technical advisor for UN-Habitat, GIZ and the World Bank.



Mr. Mariano Rossi

Mariano Rossi is a consultant on urban and public policy. He holds an MSc in Urban Management from TU Berlin with a background in Public Policy and Political Science (from the Latin American Social Sciences School and the University of Buenos Aires, respectively). He has more than fifteen years of experience at different levels of public management, the private sector and international cooperation, working in urban disaster resilience, climate change mitigation and adaptation, infrastructure management, open data and the urban management field in Argentina and abroad. Moreover, Mariano leads a software company focused on developing solutions for local governments that promote their capacities to increase sustainability. Mariano aspires to create smart and innovative solutions to achieve inclusive cities with social justice as the ultimate goal.