



IMPLEMENTATION OF INSTITUTIONAL AND REGULATORY FRAMEWORK FOR FECAL SLUDGE MANAGEMENT

NATIONAL ACTION PLAN

PAURASHAVAS



MARCH 2020

Implementation of Institutional and Regulatory Framework (IRF) for Fecal
Sludge Management (FSM)

NATIONAL ACTION PLAN (NAP)

(Paurashava)

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Minister

Ministry of Local Government, Rural Development & Cooperatives
Government of the People's Republic of Bangladesh

Message

I am delighted that the Policy Support Branch (PSB) of the Local Government Division has prepared the National Action Plan for implementation of Institutional and Regulatory Framework for Faecal Sludge Management for the water supply and sanitation sector in Bangladesh separately for Rural areas, Paurashava, City Corporation and Megacity Dhaka.

The achievement of sustainable development goals (SDGs) is a priority function of our government. In line with this objective, this initiative of Local Government Division is undoubtedly a commendable initiative.

The document "Institutional and Regulatory Framework for Faecal Sludge Management" provides a guideline for implementing faecal sludge management. It builds upon a comprehensive framework for consistent and harmonized interventions maintaining pace towards faecal sludge management. I believe, this will play a significant role in attaining sustainable development goal (SDG 6.2).

We have achieved a great success for last few decades to reduce the rate of open defecation. Now the need is to make faecal sludge management more consolidated and effective through the National Action Plan. The National Action Plan provides guideline for local government institutions about their roles and responsibilities. I urge these LGLs for effective and timely implementation of these national action plans for implementing Institutional and Regulatory Framework for Faecal Sludge Management.

I am pleased that the development process of this document adopted a wide range of participation. Stakeholders from grassroots level up to policy planners have active involvement. Opinion at all levels were considered with due importance. It is encouraging that the development process of this document added a new dimension which emphasizes government's aspiration of establishing accountability and good governance and hopefully will carry forward the principle of transparency and accountability.

I convey my profound thanks to all those for their contributions in its preparation, particularly the members of the working committee, various sub-committees, technical support committee, LCG sub-group, sector professionals, national forum for water supply and sanitation, and on top of all, the concerned officials of the Local Government Division.

We are entrusted with the responsibility to attain SDG-6 and concerned vision of honourable Prime Minister. I hope all including our LGLs, development partners, NGOs, civil societies and social media will work together with a concerted effort to implement Institutional and Regulatory Framework for Faecal Sludge Management and provide their overall support for progressing Bangladesh in hygienic management of the faecal sludge. We will be able to ensure sustainable FSM services through improved faecal sludge management which will help to achieve SDG 6.2, I firmly believe.

Joy Bangla, Joy Bangabandhu.

Md. Tazul Islam, MP



Senior Secretary

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

Message

Despite multifarious challenges as developing country, the enormous progress in our social and economic sectors is well-acquainted and universally recognized. Specially, our achievement is envious in the water and sanitation sector. Recently, we have attained to a glorious status of middle-income country, which was possible for our national integrity, farsighted plan and candid leadership of our Prime Minister, the Head of the Government.

Our success in overcoming the problems in sanitation is a good example. While 34% of population practiced open defecation in 1990, the reduction of the rate to almost zero is a unique example. It is because of the concerted effort of the government, development partner, NGOs and people in general this unique achievement was resulted.

Despite this success of reducing open defecation to zero, our achievement is now threatened by disposal of faecal sludge in environment. In order to ensure hygienic management of faecal sludge, the Local Government Division initiated preparation of "Institutional and Regulatory Framework for Faecal Sludge Management". The regulatory framework was prepared separately for Rural areas, Municipalities, City Corporations and Dhaka Megacity. Furthermore, several workshops were organized in favour of Local Government Division to orient all concerned about these regulatory frameworks. I think the preparation of National action Plan for Institutional and Regulatory Framework of Faecal Sludge Management is a timely right action.

I firmly believe that this National Action Plan will bring us one step forward towards achievement of SDG-6. This action plan will play a key role for achieving safely managed sanitation towards pathway to attain middle income country to developed country according to vision 2021 and vision 2041 of the government. This National Action Plan will help local government institutions to perform effectively.

I convey my sincere thanks to Additional Secretary (Water Supply), Additional Secretary (Policy Support) and all other concerned officials of Local Government Division for their pioneering and proactive role and continuous support towards the preparation of National Action Plan for Institutional and Regulatory Framework for Faecal Sludge Management.

At the end, I would like to present this 'National Action Plan' for Institutional and Regulatory Framework of Faecal Sludge Management to all the stakeholders related to this National Action Plan so that they can undertake effective program for improved sanitation in the country. I am confident that this initiative will greatly help in achieving the SDG 6.2.

Helal Uddin Ahmed



Additional Secretary (Water Supply)

Local Government Division

Ministry of Local Government, Rural Development & Cooperatives

Government of the People's Republic of Bangladesh

Foreword

The Institutional and Regulatory Framework for Faecal Sludge Management has already been published by the Local Government Division of the Ministry of Local Government, Rural Development and Cooperatives. To implement this Regulatory Framework as per sector demand, the preparation of a National Action Plan is a milestone for the water supply and sanitation sector of the country. I believe that this Action Plan will play a key role to achieve SDG 6.2

We have many successes in the water supply and sanitation sector. The hygienic management of faecal sludge is still a great challenge for us. To face this challenge, the initiative for preparation of the National Action Plan for implementation of the Institutional and Regulatory Framework for Faecal Sludge Management is indeed an effective and timely step.

I would like to express my profound regards to Mr. Md. Tajul Islam MP Honouable Minister, Ministry of Local Government, Rural Development & Co-operatives who's progressive leadership and directives inspire us to finish the job properly and in time.

I would like to express my sincere gratitude and profound regard to Mr. Helal Uddin Ahmed, Senior Secretary to the Local Government Division for his kind advice and cooperation for printing and publication of this national action plan.

I am thankful to Professor Dr. Muhammad Ashraf Ali, Director and all the staffs of ITN-BUET for their dedicated and untiring effort for accomplishing this specialized work.

I would like to express my gratitude to Professor Dr. Md. Mujibur Rahman, the sector specialist for his contribution, cordial advice and active support for successful implementation of this initiative.

I also express my heartfelt gratitude to the members of the working committee for preparation of National Action Plan for implementation of Institutional and Regulatory Framework for Faecal Sludge Management. I also take this opportunity to convey my thanks to all the concerned Ministries, DPHE, WASAs, Municipalities, City Corporations, UNICEF and other development partners, NGOs and sector professionals for their contribution to this work.

It will remain incomplete if I forget to pay gratitude and thanks to Mr. Abdur Rauf, the Additional Secretary and former in-charge of the Policy Support Branch and Kazi Ashraf Uddin, the additional Secretary and present in-charge of Policy Support Branch who took their utmost effort to finish this work.

I hope this National Action Plan for implementation of Institutional and Regulatory Framework for Faecal Sludge Management will be able to play a vibrant role to achieve SDG 6.2 and carry on the progress of improved sanitation in the country.

Md. Zahirul Islam

Acknowledgement

The Institutional and Regulatory Framework for Fecal Sludge Management (IRF-FSM) in Bangladesh was approved on November 4, 2017 by the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C). Subsequently, a Working Committee was formed in June, 2018 by the Local Government Division (LGD), MoLGRD&C, comprising members from relevant government agencies, academia, I/NGOs, development partners and private organizations to develop a “National Action Plan (NAP)” for implementation of the IRF-FSM.

The NAP specifies the roles and responsibilities of stakeholders at different levels (e.g., national/local) for specific actions with set milestones to be achieved within a given period of time for the safe management of fecal sludge in the country. The NAP also ensures coordination among the stakeholders for effective implementation of current and future FSM initiatives for long-term operational sustainability. Since there are four frameworks for four different Local Government Institutions (LGIs), i.e., City Corporations, Paurashavas, Rural Areas and the Mega-City Dhaka; there are also separate National Action Plans for these LGIs.

The NAPs have been developed with the objective of rapid implementation of FSM services throughout the country by 2030. The NAPs are based on the information of the current status of FSM implementation and infrastructure across the country. It has been a privilege of ITN-BUET to be able to play a leadership role in the development of both the IRF-FSM and the National Action Plans for implementation of IRF-FSM, in collaboration with the Policy Support Branch (PSB) of the LGD and engaging with all the relevant actors and stakeholders in the country.

ITN-BUET acknowledges the leadership role of Mr. Helal Uddin Ahmed, Senior Secretary of Local Government Division of Ministry of LGRD&C for his strong interest on this subject matter. A special thanks also goes to Mr. Md. Zahirul Islam, Additional Secretary (Water Supply Wing) of LGD who served as Chairperson of the Working Committee, for his valuable support and his strategic guidance to finalize the NAPs.

This endeavor would not have been successful without the strong support of the PSB of the LGD. ITN-BUET gratefully acknowledges the contribution and deep engagement of Dr. Md. Mujibur Rahman, the Co-chair of the Working Committee, in developing the NAPs. We are obliged to the representatives of academic and research institutions, development partners and Banks, national and international NGOs, private entrepreneurs and individual experts who have contributed immensely through their precious time, expertise, wisdom and insights in developing this framework.

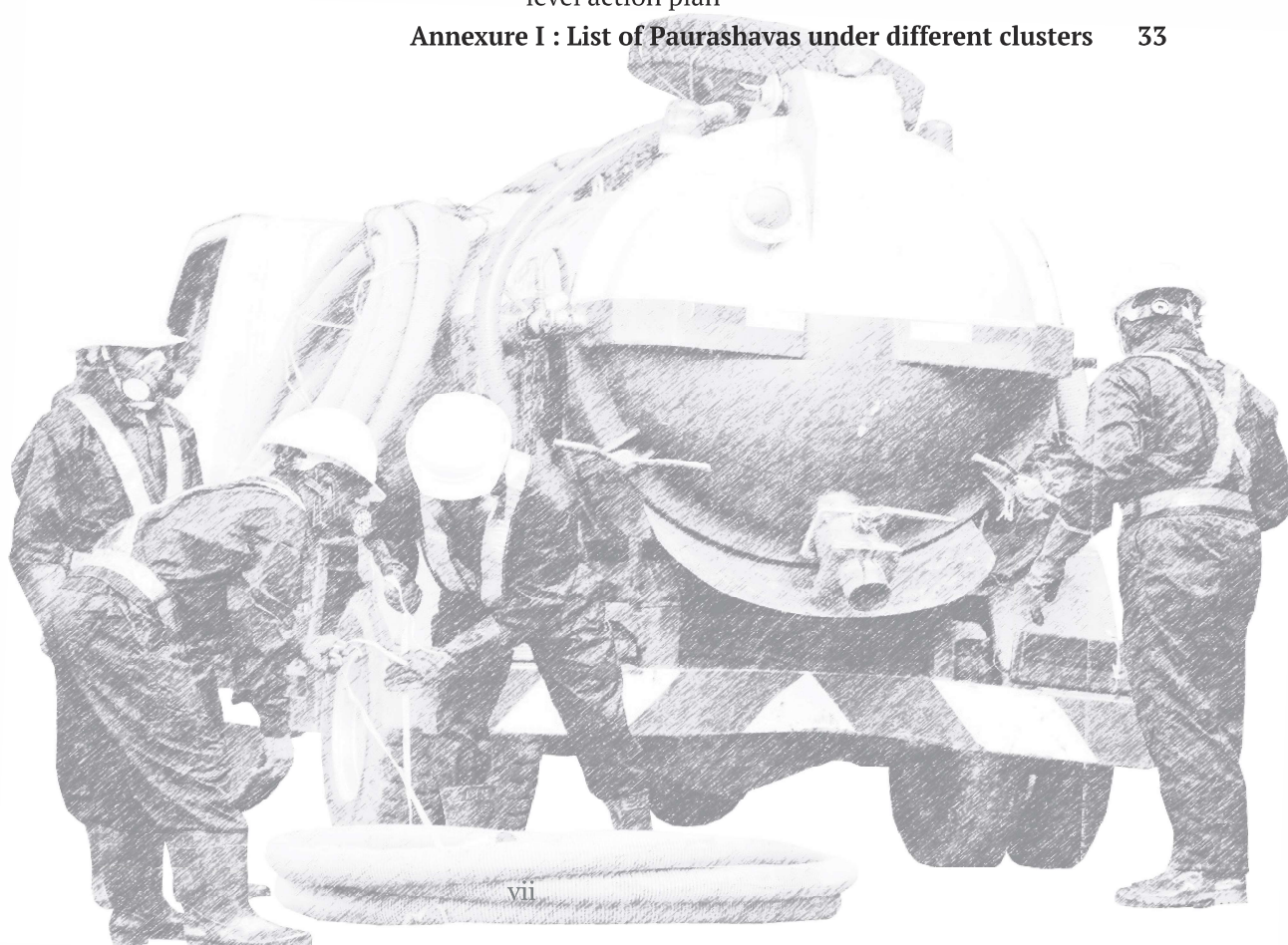
We sincerely hope that the NAPs would help implementation of safely managed sanitation services throughout the country by 2030, and thus contribute to fulfilling Bangladesh Government’s strong commitment in achieving SDG Target 6.2 by 2030.



Dr. Muhammad Ashraf Ali
Professor, Civil Engineering, BUET

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ABBREVIATIONS AND ACRONYMS

BARC	Bangladesh Agricultural Research Council
BARI	Bangladesh Agricultural Research Institute
BCC	Behavior Change Communication
BNBC	Bangladesh National Building Code
BRRI	Bangladesh Rice Research Institute
BRTA	Bangladesh Road Transport Authority
BUET	Bangladesh University of Engineering and Technology
CBO	Community Based Organization
CWIS	City Wide Inclusive Sanitation
DAE	Department of Agricultural Extension
DoE	Department of Environment
DPHE	Department of Public Health Engineering
ECR, 1997	The Environment Conservation Rules, 1997
FS	Fecal Sludge
FSM	Fecal Sludge Management
FSTP	Fecal Sludge Treatment Plant
GoB	Government of Bangladesh
ICDDR,B	International Centre for Diarrhoeal Disease and Research, Bangladesh
IEC	Information, Education and Communication
IEDCR	Institute of Epidemiology, Disease Control and Research
I/NGO	International and National NGO
IRF	Institutional and Regulatory Framework
ITN	International Training Network
IWMI	International Water Management Institute
LGD	Local Government Division
LGED	Local Government Engineering Department
LGI	Local Government Institute
MAB	Municipal Association of Bangladesh
MoA	Ministry of Agriculture
MoEFCC	Ministry of Environment, Forest and Climate Change
MoLGRD&C	Ministry of Local Government, Rural Development and Co-operatives
NAP	National Action Plan
NBR	National Board of Revenue
NFWSS	National Forum for Water Supply and Sanitation
NGO	Non-Government Organization
NILG	National Institute of Local Government
OHS	Occupational Health and Safety
PSB	Policy Support Branch
SDG	Sustainable Development Goals
SME	Small and Medium-sized Enterprises
SRDI	Soil Resource Development Institute
SREDA	Sustainable and Renewable Energy Development Authority
UGIIP-III	Urban Governance and Infrastructure Improvement Project - III
WASH	Water, Sanitation and Hygiene
WB	World Bank
WC	Working Committee

EXECUTIVE SUMMARY

The National Forum for Water Supply and Sanitation, in its 16th meeting, took a decision to develop the Institutional and Regulatory Framework for Fecal Sludge Management (IRF-FSM) in Bangladesh. This framework was approved on November 4, 2017 by the Ministry of LGRD&C. The IRF-FSM has been developed separately for City Corporations, Paurashavas (Municipalities), Rural Areas, and the Mega-City of Dhaka – laying out the institutional roles and responsibilities to implement FSM services in these different contexts. Subsequently, a Working Committee (WC) was formed in June, 2018 by the LGD, MoLGRD&C, comprising members from relevant government agencies, academia, I/NGOs, development partners and private organizations to develop a “National Action Plan (NAP)” for implementation of the IRF-FSM.

The National Action Plan (NAP) for Paurashavas has been developed for rapid implementation of the IRF-FSM in all 329 Paurashavas in Bangladesh by 2030. The National Action Plan (NAP) for Paurashavas includes specific actions for relevant stakeholders both at national and Paurashava levels, where the institutional roles and responsibilities are assigned based primarily on current roles played by different Ministries and Departments of Government, as well as by the development partners/banks, I/NGOs and other stakeholders.

The national level action plan includes the responsibilities of national level institutions, with special focus on facilitating the Paurashavas to undertake all required actions at field level to ensure that FSM infrastructures and services are in place within specified time according to the IRF-FSM. The Action Plan also includes specific responsibilities of Paurashavas for implementation of FSM services.

The Paurashavas are grouped under four different clusters based on current situation of available FSM infrastructure and implementation status. The timeline has been flagged every three years, so that the NAP could be reviewed and revised as per the milestone achievement and available support.

Both national and Paurashava level activities included in the NAP need substantial support from the Government and the development partners to implement citywide FSM in all 329 Paurashavas by 2030. Implementation of the NAP would also require funding support both at Paurashava and national levels. The requirement will depend on progress of implementation, and may have to be adjusted considering the overall progress of the proposed actions. In the NAP, a tentative budget for the first three years (2019–2021) for national level actions, and for twelve years (2019–2030) for Paurashava level actions has been proposed.

The Local Government Division, with support from national level committees, would review the progress of the NAP regularly and revise the NAP as required to achieve the overarching goal of IRF-FSM. The budget should also be appraised by national level committees in consultation with national and Paurashava level stakeholders to ensure successful implementation of the IRF-FSM.

The National Forum for Water Supply and Sanitation, in its 16th meeting, took a decision to develop the Institutional and Regulatory Framework for Fecal Sludge Management (IRF-FSM) in Bangladesh. The Policy Support Branch (PSB) of Local Government Division (LGD) of the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C) in partnership with the International Training Network of the Bangladesh University of Engineering & Technology (ITN-BUET) led the initiative with the support from sector stakeholders. This framework was approved on November 4, 2017 by the Ministry of LGRD&C. The Institutional and Regulatory Framework for FSM, which focuses on ensuring safe sanitation services in Bangladesh, aligned with SDG target 6.2, has been developed separately for City Corporations, Paurashavas, Rural Areas and the Mega-City of Dhaka – laying out the institutional roles and responsibilities to implement FSM services in these different contexts.

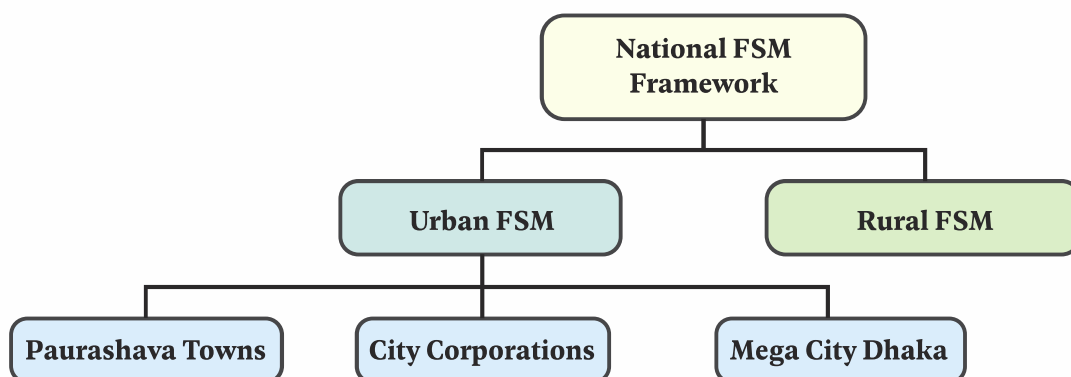


Figure 1: National FSM framework for different types of areas in Bangladesh

Subsequently, a Working Committee was formed in June, 2018 by the LGD, MoLGRD&C, comprising members from relevant government agencies, academia, I/NGOs, development partners and private organizations to develop a “National Action Plan (NAP)” for implementation of the IRF-FSM.

It is very important to develop the NAP that would clearly specify the roles and responsibilities of stakeholders at different levels (e.g., national/local) for specific actions with set milestones to be achieved within a given period of time. NAP also ensures coordination among the stakeholders for effective implementation of current and future FSM initiatives for long-term operational sustainability. Since there are different frameworks for different Local Government Institutions, there is also need for separate National Action Plans for these institutions. This document presents the NAP for implementation of the IRF-FSM for Paurashavas.

The NAP for Paurashavas has been developed with an objective of rapid implementation of FSM in all 329 Paurashavas, which covers the entire service chain and will be implemented by 2030. Based on the information of current status of FSM implementation and infrastructure through a national level survey led by ITN-BUET with support from Policy Support Branch (PSB) of Local Government Division of MoLGRD&C, the Paurashavas are divided into four clusters, namely Cluster A, Cluster B, Cluster C and Cluster D, based on following criteria:

- **Cluster A:** Paurashavas with operational FSM services (10 Paurashava)
- **Cluster B:** Paurashavas that have been selected for GoB or other Development Bank funded sanitation projects (115 Paurashava)
- **Cluster C:** Paurashavas having land for construction of FSTP in future (excluding Paurashavas in cluster A and B) (26 Paurashava)
- **Cluster D:** Rest of the Paurashavas requiring land procurement for construction of FSTP in future (excluding Paurashavas in cluster A and B) (184 Paurashava)

Annexure-I presents lists of Paurashavas under different clusters. The NAP includes specific actions for relevant stakeholders both at national and Paurashava levels. The institutional roles and responsibilities specified to carry out the actions in this NAP are based primarily on current roles played by different Ministries and Departments of Government, as well as by the development partners/banks, I/NGOs and other stakeholders.

With the objective of FSM implementation gradually in all 329 Paurashavas by 2030, Milestones have been set for actions under different clusters for implementing the NAP in 329 Paurashavas by 2030, where the timeline has been flagged every three-year. The NAP could be reviewed and revised as per the milestone achievement. The proposed milestones for Paurashavas under different clusters are presented in Table 1.

Table 1: Target milestones for different types (Clusters) of Paurashavas¹

Cluster	Type of Paurashava	Milestones			
		(2019-2021)	(2022-2024)	(2025-2027)	(2028-2030)
A	Paurashavas with operational FSM services (10 Paurashavas)	<ul style="list-style-type: none"> Plan and implement citywide FSM Capacity building Ensure mechanical desludging confirming OHS 	<ul style="list-style-type: none"> Citywide FSM service achieved 	<ul style="list-style-type: none"> FSM Service continued & continually updated 	<ul style="list-style-type: none"> FSM Service continued & continually updated
B	Paurashavas selected for GoB or other development partner funded projects (115 Paurashavas)	<ul style="list-style-type: none"> Capacity building Awareness campaign Plan for citywide FSM implementation Ensure mechanical desludging confirming OHS Land procurement for FS treatment facility 	<ul style="list-style-type: none"> Citywide FSM service implementation 	<ul style="list-style-type: none"> City-wide FSM service achieved 	<ul style="list-style-type: none"> FSM Service continued & continually updated
C	Paurashavas having land for construction of FSTP (26 Paurashava)	<ul style="list-style-type: none"> Capacity building Awareness campaign Plan for citywide FSM implementation Introduce mechanical desludging confirming OHS Appropriate and safe burial of emptied sludge until FSTP is constructed Confirm land procurement/availability for FS treatment facility 	<ul style="list-style-type: none"> Ensure mechanical desludging confirming OHS Ensure adequate treatment and safe disposal Gradual FSM service Implementation 	<ul style="list-style-type: none"> City-wide FSM service Implementation 	<ul style="list-style-type: none"> City-wide FSM service achieved Ensure safe treatment
D	Paurashavas requiring land procurement for construction of FSTP (184 Paurashava)	<ul style="list-style-type: none"> Capacity building Awareness campaign Plan for citywide FSM implementation Introduce mechanical desludging and safe burial confirming OHS Land procurement for FS treatment facility 	<ul style="list-style-type: none"> Ensure mechanical desludging confirming OHS Ensure adequate treatment and safe disposal Confirm land availability/procurement for FS treatment Gradual FSM service Implementation 	<ul style="list-style-type: none"> Citywide FSM service Implementation 	<ul style="list-style-type: none"> City-wide FSM service achieved Ensure safe treatment

¹ Cluster A and B have six Paurashavas in common which are: Sherpur, Nilphamari, Lakshmipur, Jashore, Kyashtia and Faridpur.

The primary objective of the National Action Plan (NAP) for Paurashavas is to facilitate implementation of FSM services in all Paurashavas throughout Bangladesh in phases.

Only on-site sanitation facilities and areas served by such facilities would fall under the purview of the NAP. If network-based or conventional sewerage system (including treatment plants) of wastewater/sewage management is introduced in any Paurashava or in parts of a Paurashava, this Action Plan would not apply to those parts of the Paurashava. However, if “small bore sewerage (SBS)” system (a system with septic tank as a component) is introduced in a Paurashava, areas under the SBS system would continue to be within the purview of this NAP.

In this chapter, the major actions needed at national and Paurashava levels for implementation of NAP for IRF-FSM in the Paurashavas are listed.

2.1 Responsibilities

To implement the entire FSM system in Paurashava towns, primary responsibility lies with the Paurashavas. The Paurashava will take steps to include the provisions of the FSM infrastructures (i.e., treatment facility) within its “master plan” (prepared or being prepared in accordance with the provision of Schedule 2 of Paurashava Act 2009) or “City Sanitation Plan” or “relevant development plan” for implementation of City Wide Inclusive Sanitation (CWIS) or FSM services.

The Paurashava must form a Standing Committee on “health, water and sanitation” (if it has not been formed already) to oversee the activities related to planning and implementation of FSM services. In addition, the Paurashava Standing Committee/ relevant stakeholder committee should place an “FSM Monitoring Cell” with approval of Paurashava authority for regular monitoring of FSM service in the Paurashava.

At the national level, the Local Government Division, through its line agencies [Department of Public Health Engineering (DPHE), Local Government Engineering Department (LGED), National Institute of Local Government (NILG)], would support these Paurashavas for their capacity building. In addition, the National Forum for Water Supply and Sanitation (NFWSS), and relevant ministries would support the Paurashavas to secure fund, receive technical support through line agencies (DPHE and LGED), ensure enforcement of laws, policies, strategies and guidelines for ensuring city-wide FSM implementation by 2030.

At national level, an FSM Coordination Committee will be formed with the responsibility to coordinate the implementation of the NAP for FSM, support the Paurashavas to implement the entire FSM system, capacity building, awareness raising and regular monitoring. The FSM Coordination Committee will facilitate and liaison with the NFWSS and FSM Support Cell at national level and will report to the Local Government Division (LGD) and will share progress with NFWSS on a regular basis. Female participation at all levels should be encouraged and ensured.

The FSM Support Cell at the national level will be responsible for providing adequate support to FSM Coordination Committee at National level and implementation and monitoring of FSM at the Paurashava level. Maintaining liaison with different relevant Ministries, exploring financial support from Government as well as its development partners, supporting FSM Coordination Committee to arrange national and local level programs according to this NAP and providing technical support to FSM implementers (Paurashavas, DPHE, LGED and I/NGOs) are within the purview of FSM Support Cell.

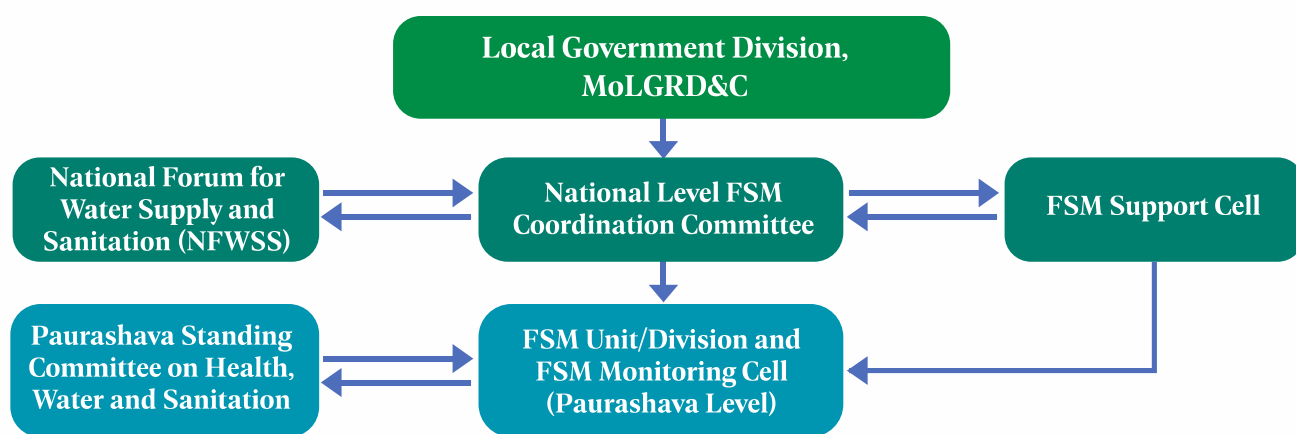


Figure 2: Organogram of different committees that will help implementation of IRF for FSM

During the implementation of citywide FSM in 329 Paurashavas, the Ministry of Local Government, Rural Development & Co-operatives will lead the process with support from the following Ministries:

- | | |
|---|--|
| 1. Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C): Lead Ministry | 11. Ministry of Information |
| 2. Ministry of Environment, Forest and Climate Change | 12. Ministry of Industries |
| 3. Ministry of Health and Family Welfare | 13. Ministry of Shipping |
| 4. Ministry of Agriculture | 14. Ministry of Railways |
| 5. Ministry of Fisheries and Livestock | 15. Ministry of Road Transport and Bridges |
| 6. Ministry of Finance | 16. Ministry of Energy and Mineral Resources |
| 7. Ministry of Housing and Public Works | 17. Ministry of Land |
| 8. Ministry of Water Resources | 18. Ministry of Home Affairs |
| 9. Ministry of Education | 19. Ministry of Law, Justice and Parliamentary Affairs |
| 10. Ministry of Primary and Mass Education | 20. Ministry of Women and Child Affairs |
| | 21. Ministry of Labour & Employment |
| | 22. Ministry of Religion Affairs |

At the national level, representatives from the following institutions would participate in capacity building to provide support to fill the knowledge gaps, technical assistance, training, quality assurance of processes and products (e.g., compost) in the FSM service chain:

- Relevant Ministries and line agencies
- ITN-BUET, relevant universities, research organizations
- DoE, DAE, BARI, BRRI, BARC, SRDI, IEDCR, ICDDR, SREDA
- DPHE, LGED
- International research/ training organizations
- Development partners
- I/NGOs
- Private Sector
- National and International Networks

In addition, representatives from the following institutions would participate in awareness building to support awareness campaign, promote private sector participation, demonstration of FSM business models, performance monitoring, technical assistance, R&D support and funding:

- | | |
|---|---|
| • Relevant Ministries and line agencies | • Research organizations/universities |
| • Development partners | • Print, electronic and social media |
| • I/NGOs | • Private sector |
| • Civil Society Organizations, CBOs | • National level knowledge and advocacy platforms |

2.2 Containment

As per the national standards/guidelines for containment (e.g., septic tanks, pit latrines), the Paurashava will check and approve location, layout and design for all new/existing constructions, and will put in place sanctions/punishments for unsafe containments. In case of existing facilities, the Paurashava will serve notice to the owners of houses/premises with inadequate sanitation facility for removing inappropriate sanitation facilities and constructing appropriate sanitation facilities. Paurashava will take actions to build capacity of masons, contractors and others for ensuring design and construction of appropriate containment. Paurashava may engage experts for this purpose.

2.3 Collection and transportation

The Paurashava, with support from MoLGRD&C, development partners, I/NGOs, and/or its own revenue budget or any other funding source will purchase and maintain mechanical emptying and transportation equipment to provide city-wide emptying and transportation service. The Paurashava will create a pool of mechanical emptiers comprising members of traditional pit emptier groups or any other interested individuals/groups (e.g., SME) by building their capacity (knowledge, skills) for improved service delivery. The Paurashava will establish sanctions/ punishment mechanism for illegal disposal of collected fecal sludge (e.g., in open space, water bodies, storm sewers/drains). The Paurashava will initiate the process for providing license to private emptying service providers, individual/company/association against fees. The Paurashava will work with relevant ministries and line agencies to device appropriate plans/programs to make sure that fecal matters or sludge are not directly discharged into open environment from trains and water vessels. The Paurashava will introduce contextualized or localized collection, transportation and disposal mechanism for inaccessible and isolated areas (like river embankment, slope, narrow streets, lanes) where low income/poor people/slum dwellers live. Arrangements may be made whereby a Paurashava may extend its emptying and transportation services to nearby Paurashavas or Union Parishad(s) at mutually agreed fees. The FSM Support Cell with approval from the National Coordination Committee can facilitate such arrangements.

In order to ensure proper and timely emptying of onsite sanitation facilities, the Paurashavas will gradually develop a database of all sanitation facilities within areas of its jurisdiction, along with probable emptying frequency of these facilities. At the same time, the Paurashava shall keep records of households/institutions availing/practicing safe emptying and disposal of fecal sludge.

2.4 Treatment facility

In Paurashavas where land for construction of Fecal Sludge Treatment Plant (FSTP) is available, the authority will construct an FSTP with support from MoLGRD&C, development partners and I/NGOs. The Paurashava may seek assistance from relevant government agencies such as DoE or any competent/accredited institutions in fulfilling compliance with the existing rules and regulations with regard to installation and operation of fecal sludge treatment facilities. In Paurashavas where land for FSTP construction is not available, the Paurashava will arrange land and construct FSTP with support from MoLGRD&C, development partners and I/NGOs. Paurashava may keep the provision of constructing transfer stations particularly for those cities requiring long travel to reach FSTP for disposal of collected sludge. For design and construction of FSTP, Paurashava should consider extension/modular extension of the capacity of FSTP considering population growth and future extension of city. A Paurashava without an FSTP at present, may be allowed to use the FSTP of nearby Paurashava by paying fees. The fees may be fixed based on mutual understanding. A Paurashava with an operational FSTP may extend this support to the nearby Union Parishad(s), if they get request from them. Until treatment facilities for fecal sludge are built, Paurashava will ensure that the collected fecal sludge is disposed in a land/area designated by the Paurashava by digging pits/trenches in the ground, and burying the pits/trenches with soil after it is filled with sludge.

The LGD, MoLGRD&C will inform the LGIs on the role of DoE and other relevant institutions and build capacity of the officials of LGIs to meet the compliance issues to establish, operate, and maintain the FSTPs. The Paurashava may go for public-private partnership for FSTP construction and its operation.

2.5 Disposal/end-use

Where treatment facilities (FSTPs) are in operation, the Paurashava will ensure the safe disposal and end-use of treated products (e.g. compost, biogas, biochar). They will work with the Ministry of Agriculture to ensure safe use of treated end products in agriculture, landscaping and other purposes. The Paurashava may seek assistance of the Bangladesh Agriculture Research Council (BARC), Soil Research and Development Institute (SRDI) and Department of Agriculture Extension (DAE) under the Ministry of Agriculture with regard to simplifying the procedure for securing license for using/ marketing of compost/ organic fertilizer produced (if any) at fecal sludge treatment facilities. Paurashava will also work with other institutions (e.g. SREDA) and ministries (e.g. Ministry of Energy and Mineral Resources) to explore other safe uses of treated products. The Paurashava might support the private operator to secure license for public-private partnership model of FSM services.

2.6 Capacity building

2.6.1 National level

At the national level, as part of building capacity of sector professionals, following actions should be taken:

- I. Develop a national standard/guideline for implementation of FSM at field level which will be led by the FSM Coordination Committee. These standards/guidelines will cover full FSM service chain and refer to different policies, acts (e.g., ECR 1997) and codes (e.g., Bangladesh National Building Code) that can be used as guidance for proper design and construction of sanitation facilities in buildings (both in new constructions and existing/ new buildings), emptying, transportation and disposal of sewage/wastewater/garbage, construction, operation and maintenance of fecal sludge treatment facilities, quality control/standardization of treated products/by-products, and protocol for securing license for emptying and transportation, using/marketing of compost/organic fertilizers or other treatment products.
- II. Develop training modules on FSM implementation considering each aspect of FSM service chain and the national standards/guidelines. To develop the training modules, relevant national/international research/training organizations/institutions/universities, development partners, I/NGOs and the private sector may collaborate and share information.
- III. Arrange training programs for all Paurashava officials and staffs, and local level experts/representatives from different stakeholder organizations. These training programs could be organized by specialized organizations on training (e.g., ITN-BUET, technical and agricultural universities/institutions/centers) under the supervision of LGD, MoLGRD&C through the National Coordination Committee.
- IV. The Ministry of LGRDC will initiate setting up Unit/Division for FSM in the Paurashava organogram, for effective delivery and monitoring of FSM services.
- V. LGD will build capacity of Paurashava to establish linkage with the Department of Environment (DoE) or any other competent national/international institution in fulfilling compliance with the existing rules and regulations with regard to installation and operation of fecal sludge treatment facilities at Paurashava level.

- VI. LGD will support the Paurashavas to strengthen relation with DAE, BARC, SRDI, SREDA, DoE and other relevant authorities and institutions for testing and ensuring the quality of treated products for end use and to simplify the procedure for securing license for using/marketing of compost/organic fertilizer and other products produced at fecal sludge treatment facilities.
- VII. LGD will provide necessary support to relevant research organizations (e.g., ITN-BUET, technical and relevant universities) to identify the research needs and conduct research on different technological options for FSM.
- VIII. Conduct “Research on Behavior Change Communication and Demand Creation for Fecal Sludge Management Service” in selected Paurashavas with support from research organizations. The research can be supported by I/NGOs and development partners, and will be supervised by FSM Coordination Committee. Existing good examples on behavior change communication in this regard (if any) could be reviewed and suggested for scaling (if found appropriate).
- IX. Conduct “Research on Effective Marketing Strategy for Promotion and Use of end-products from FSM in Paurashavas” in selected Paurashavas with support from research organizations. The research can be supported by I/NGOs and development partners, and will be supervised by FSM Coordination Committee.
- X. Conduct “Study on Service Delivery Model/Tariff Setting for Mechanical Emptying Service at Paurashava Level” to support different Paurashavas to set pro-poor tariff structure for emptying services. The research can be supported by I/NGOs and development partners, and will be supervised by FSM Coordination Committee.
- XI. Conduct “Research on Development of Business Model for Delivering FSM Services in Paurashavas”. The research can be supported by I/NGOs and development partners, and will be supervised by FSM Coordination Committee.
- XII. Conduct “Research on Innovative Technologies in Paurashavas”. The research can be supported by I/NGOs and development partners, and will be supervised by FSM Coordination Committee.
- XIII. Develop, approve and incorporate appropriate curricula for students at different levels on FSM practice, its functionalities and implementation, design of relevant technologies, its operation & maintenance, and health and safety. The activity would be led by technical and other relevant universities and institutions.
- XIV. Offer fellowship/scholarship at post graduate level at universities/academic and research institutes to conduct advance research on FSM and relevant issues.
- XV. Adopt gender transformative approach to encourage the participation of female, disadvantaged groups in planning, design, implementation and monitoring of FSM policy dialogues and investment programs as well as service and value chain.

2.6.2 Paurashava Level

At Paurashava level, the Paurashava will conduct training programs for LGI officials, mechanical emptying service providers, treatment plant operators, end-use producers, and will follow/enforce bylaws, appropriate health and safety guidelines for emptying and transportation service. The Paurashavas without land available for FSTP will procure land for treatment plant with highest priority. The Paurashavas may take support (financial and technical) from the Ministry of LGRDC and/or development partners, I/NGOs for this purpose or could allocate fund from revenue budget. The Paurashava will set a tariff structure for emptying and transportation service for consumers following the recommendations in the national level study. In addition, the Paurashava will develop an “inclusive business model” for FSM service in the Paurashava following the recommendations in the national level study.

2.7 Awareness building

Local/national/international NGOs, Community Based Organizations (CBOs), Media (Print, electronic and social), Civil Society Organization (CSO) with support from the Government Ministries and agencies (DPHE, LGED, NILG), research organizations and development partners, can play key role in raising public awareness on FSM and facilitate partnership among key stakeholders including the private sector. Following activities at the national level can be undertaken for awareness raising and public sensitization on FSM:

- Prioritize and focus on FSM in all health and WASH related national events.
- Create awareness on FSM along with hygiene education at educational and religious institutes.
- Develop and disseminate audio-visuals for awareness raising on FSM and its importance. The MoLGRD&C will lead the process with support from Ministry of Information and print and electronic media. The social media platform will also be utilized for this purpose.
- Develop and disseminate knowledge, BCC and IEC materials on best practices on FSM implementation in Bangladesh for policy makers, practitioners, service providers and relevant stakeholders.
- Carry out awareness raising programs, led by Paurashavas, following the recommendation of the study conducted at national level to change behavior of consumers and increase demand of FSM service and its end-products.

2.8 Technical assistance

Where FSM is in operation, the Paurashava will establish linkages between national/local level sanitation experts and the FSM service providers to address the technical issues related to FSM. LGD through supporting agencies like DPHE, LGED and other facilitating organizations (I/NGOs, development partners) may facilitate Paurashava, where appropriate, for building this sort of linkages.

At national level, standards/guideline for FSM implementation at field level will be developed and research works on technological and business options could be conducted. The Paurashavas will set standards/guidelines based on the recommendations of these studies.

2.9 Funding support

At the national level, the FSM Coordination Committee may secure funding through FSM Support Cell, Ministries and development partners/banks, I/NGOs where the Paurashavas will provide necessary information and other support. The Paurashavas will also introduce budget allocation in its yearly budget from its collected revenue for implementation of FSM.

The national level action plan includes the responsibilities that lie with institutions operating at national level with special focus on facilitating the Paurashavas to undertake all required actions at field level to ensure that FSM infrastructure and service delivery mechanisms are in place within the time frame, according to the IRF-FSM. Table 2 below illustrates the proposed actions at national level for implementation of IRF-FSM in Paurashava towns.

Table 2: National level action plan for implementation of IRF-FSM

Sl.	Activity	Implementing organization(s)	Timeline											
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1	Form the national level FSM Coordination Committee.	Lead: LGD, MoLGRD&C Support: DPHE, LGED, relevant ministries and stakeholders												
2	The FSM Coordination Committee will coordinate the responsibilities for proper implementation of the NAP engaging different entities who will be responsible for: (a) supporting the Paurashavas to implement the entire FSM system, (b) capacity building, and (c) awareness raising This committee can opt to have separate wings to focus on different responsibilities.	Lead: LGD, MoLGRD&C Support: relevant ministries and stakeholders												
3	Quarterly meeting of FSM Coordination Committee.	Lead: LGD, MoLGRD&C Support: DPHE, LGED, relevant ministries and stakeholders												
4	Operationalization of the "FSM Support Cell" and regular meeting for overall planning, development, implementation, practice, and monitoring and evaluation of Fecal Sludge Management (FSM) in Paurashavas.	Lead: DPHE Support: LGD, LGED and relevant stakeholders												

Sl.	Activity	Implementing organization(s)	Timeline											
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
5	Resource mobilization planning for capacity building, research and training initiatives on FSM: The LGD of the MoLGRD&C shall coordinate and develop guidelines for capacity building, research and training initiatives on FSM, and facilitate sharing and dissemination of knowledge and information among Paurashavas and other stakeholders.	Lead: LGD, MoLGRD&C Support: DPHE, LGED, NILG, LGIs,												
6	Develop national standards/guideline for FSM implementation: A national guideline for implementation of FSM at field level will be developed by the FSM Coordination Committee. MoLGRD&C and MoEFCC, in consultation with all stakeholders shall initiate development of the national standards/guideline for FSM implementation.	Lead: LGD, MoLGRD&C/ MoEFCC Support: DPHE, DoE, ITN-BUET, FSM Network												
7	Coordinate, develop and disseminate capacity building materials on FSM implementation.	Lead: ITN-BUET Support: LGD, DPHE, LGIs, and other stakeholders												
8	Build capacity of implementing agencies (DPHE, LGED, Paurashava representatives and officials, pit-emptiers/FSM service providers, etc.) through training courses.	Lead: LGD, MoLGRD&C Support: Dept. of Labour, ITN-BUET, DPHE, NILG, MAB and other stakeholders												
9	Setting up of FSM Unit/Division in Paurashava organogram. The Paurashava will initiate the process with support from LGD.	Lead: MoLGRD&C Support: LGIs												
10	Monitoring of the FSM Unit/Division.	Lead: LGIs Support: DPHE/LGD												

Sl.	Activity	Implementing organization(s)	Timeline											
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
11	Strengthening relationship between Paurashava and DoE (and any other relevant institution) for fulfilling compliance with existing rules and regulations with regard to installation and operation of fecal sludge treatment facilities.	Lead: LGD, MoLGRD&C Support: DoE												
12	Strengthening relationship with BARC, SRDI, DAE, SREDA regarding license of end-product use: LGD will support the Paurashava for simplifying the procedure for securing license for using/marketing of compost/organic fertilizer, and other products (e.g. biogas, biochar) produced at fecal sludge treatment facilities.	Lead: LGD, MoLGRD&C Support: DAE, BARC, SRDI, SREDA and other relevant institutions												
13	Identifying research needs and conducting research works on different technological options of FSM.	National Coordination committee/ ITN-BUET/ FSM Support cell/ academia												
14	Strengthening relationship with NBR and BRTA for waiver of all kind of taxes and duties for importing desludging/dewatering vehicles and maintenance equipment.	Lead: LGD, MoLGRD&C Support: NBR, BRTA and other organizations												
15	Conducting “Research on Behavior Change Communication and Demand Creation for Fecal Sludge Management Service” in selected Paurashavas with support from research organizations.	Lead: ITN-BUET/ academia and research organization Support: I/NGOs, development partner												
16	Conducting “Research on Effective Marketing Strategy for Promotion and Use of End-products from FSM in Paurashavas” in selected Paurashavas with support from research organizations.	Lead: ITN-BUET/ academia and research organization Support: I/NGOs, development partner												
17	Conducting “Study on Service Delivery Model/ Tariff Setting for Mechanical Emptying Service at Paurashava Level” to support different Paurashavas to set their pro-poor tariff structure for emptying services.	Lead: ITN-BUET/ academia and research organization Support: I/NGOs, development partner												

Sl.	Activity	Implementing organization(s)	Timeline											
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
18	Conducting “Research on Development of innovative technology and Business Model for Delivery of FSM services in Paurashavas”.	Lead: ITN-BUET/ academia and research organization Support: I/NGOs, development partner												
19	Develop, approve and incorporate curricula on FSM for students at different levels: Provide support to academic institutions for curricula development on FSM practice, its functionalities and implementation, design of relevant technologies, its operational maintenance, and health and safety.	Technical and other relevant educational institutions ; Ministry of Education, Ministry of Primary and Mass Education												
20	Offer fellowship/scholarship in post graduate level at universities/academic and research institutes to conduct advance research on FSM and relevant issues.	Technical and other relevant universities/ academic and research institutes, MoLGRD&C and other relevant ministries												
21	Observe different national events with focus on FSM.	LGD, MoLGRD&C and other relevant ministries												
22	National level awareness raising by utilizing audio-visuals on FSM and its importance.	LGD, MoLGRD&C/ Ministry of Information, and print and electronic media												
23	Incorporate FSM related behavior change items along regular hygiene behavior practice change topics at educational and religious institutes.	Lead: Ministry of Education; Ministry of Primary and Mass Education Support: MoLGRD&C												
24	Adopt gender transformative approach to encourage participation of female, disadvantaged groups in planning, design, implementation and monitoring of FSM policy dialogues and investment programs as well as service and value chain.	LGD, MoLGRD&C/ Ministry of Women and Child Affairs												

Sl.	Activity	Implementing organization(s)	Timeline											
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
25	Document best practices and disseminate among policy makers and practitioners.	LGD, PSB, DPHE, LGED, LGIs, ITN-BUET, FSM Network and other stakeholders												

The Paurashava level action plan includes the responsibilities that lie with Paurashavas to ensure that FSM infrastructure and service delivery mechanisms are in place within the timeframe, according to the IRF-FSM. Tables 3 to 6 illustrate the proposed Paurashava level actions for Paurashavas under four different clusters, for implementation of IRF-FSM in Paurashava towns.

Table 3: Paurashava level action plan for Paurashavas where FSM is already operational (Cluster A)

Sl.	Activity	Timeline							
		2019	2020	2021	2022	2023	2024	2025-27	2028-30
1	Capacity building/refresher for Paurashava officials and LGIs on FSM implementation with support from DPHE, LGED, ITN-BUET, I/NGOs, development partners/banks, etc.								
2	Include FSM in Paurashava master plan/city sanitation plan/City Wide Inclusive Sanitation (CWIS) plan: The Paurashava shall take steps to include within its “master plan” (prepared or being prepared in accordance with the provision of Schedule 2 of Paurashava Act 2009) or city sanitation plan or relevant development plan or CWIS plan, the provisions of the infrastructure (i.e., treatment facility) for implementation of FSM services.								
3	Form/reform "Standing Committee" on health, water and sanitation with special focus on FSM: The Paurashava shall form a Standing Committee on “health, water and sanitation” (if it has not been formed already) in accordance to Sub-clause (2) of Clause 55 of the Paurashava Act 2009. This Standing Committee or relevant committee shall oversee the activities related to planning and implementation of FSM services. Depending on need and availability, the committee would co-opt a sanitation expert in the committee (in accordance with Sub-clause (9) of Clause 55 of the Paurashava Act 2009). The committee shall be responsible for establishing linkages between national/local level sanitation experts and FSM service providers to address technical issues related to FSM.								
4	The Paurashava Standing Committee shall propose an “FSM Monitoring Cell” for approval of Paurashava authority for regular monitoring of FSM service in the Paurashava, which include monitoring of actions under sub-section 4.2.2 (proper design and construction of sanitation facilities and disposal of sewage/wastewater/garbage) and sub-section 4.2.3 (fecal sludge collection and transportation), sub-section 4.2.4 (fecal sludge treatment, disposal and end-use) of the Institutional and Regulatory Framework (2017) for Paurashavas.								
5	Draft, approve and implement bylaws to ensure FSM services in Paurashava.								
6	Develop and maintain database of all sanitation facilities within areas of Paurashava jurisdiction, along with probable emptying frequency of these facilities.								

Sl.	Activity	Timeline							
		2019	2020	2021	2022	2023	2024	2025-27	2028-30
7	Approve and enforce sanctions/punishments for inappropriate containments and illegal disposal of fecal waste: (As per the national standards/guidelines for containment (e.g., septic tanks, pit latrines), the Paurashava will check its location, layout and design for all new/existing constructions, and will put in place sanctions/punishments for inappropriate containments.) Also, Paurashava should take actions to build capacity of masons, contractors and others for design and construction of appropriate containment. Paurashava may engage experts for this purpose.								
8	Take initiative for purchasing mechanical emptying and transportation vehicle/equipment from Paurashava's own fund and/or other source of fund as required for city-wide coverage.								
9	Create a pool of mechanical emptiers comprising members of traditional pit emptier groups through capacity building programs with support from I/NGOs, development partners and other stakeholders.								
10	Conduct training programs/refresher trainings for managers, operators and other staff on occupational health and safety (OHS): (The Paurashava will conduct training programs for mechanical emptying service providers, treatment plant operators, end-use product makers, and will follow/enforce appropriate health and safety guidelines for emptying service.)								
11	Set a tariff structure for emptying and transportation service for consumers following the recommendations in the national level study.								
12	Develop a "business model" for FSM service in the Paurashava: The Paurashava will adopt a business model for FSM service following the recommendations in the national level study.								
13	Take initiative for allocating budget from revenue for FSM implementation: The Paurashava will introduce budget allocation in their yearly budget for implementation of FSM from its collected revenue from TAX.								
14	Seek assistance of DAE, BARC, SRDI, SREDA and other relevant institutions for securing license for end-use product (Where treatment facilities are in operation, the Paurashava shall work with the Ministry of Agriculture to ensure safe use of treatment end products in agriculture, landscaping and other purposes. The Paurashava could secure/support private company for simplifying the procedure for securing license for using/ marketing of compost/ organic fertilizer produced (if any) at fecal sludge treatment facilities.).								
15	Utilize the end-product from treated sludge in different aspects (public-private partnership approach could be followed).								

Sl.	Activity	Timeline							
		2019	2020	2021	2022	2023	2024	2025-27	2028-30
16	Adopt the marketing strategy recommended in the study conducted at national level and take actions to execute the strategy to increase demand of end-use product.								
17	Carry out awareness raising programs following the recommendation in the study conducted at national level to change behavior of consumers and increase demand of FSM service.								
18	Monitor the O&M of the FSTP and seek support from the Ministry and other stakeholders for modification or upgradation of the treatment process/technology, if required.								
19	Secure funding from Ministry/DP/INGOs for new emptying and transportation equipment, land (if needs to be procured) and FSTP upgradation/expansion.								
20	Procure new mechanical emptying and transportation equipment (desludging vehicle, equipment, etc.) for city-wide FSM implementation and construct FSTP.								
21	Operation of city-wide FSM services.								

Table 4: Paurashava level action plan for Paurashavas (Cluster B) selected for GoB and other donor funded projects²

Sl.	Activity	Timeline							
		2019	2020	2021	2022	2023	2024	2025-27	2028-30
1	Build Capacity of Paurashava officials and LGIs for proper implementation of FSM with support from DPHE, ITN-BUET, I/NGOs, development partners/banks, etc.								
2	Include FSM in Paurashava master plan/city sanitation plan/City Wide Inclusive Sanitation (CWIS) plan: The Paurashava shall take steps to include within its “master plan” (prepared or being prepared in accordance with the provision of Schedule 2 of Paurashava Act 2009) or sanitation plan or relevant development plan or CWIS plan, the provisions of the infrastructure (i.e., treatment facility) for implementation of FSM services.								
3	Form/reform "Standing Committee" on health, water and sanitation with special on FSM: The Paurashava shall form a Standing Committee on “health, water and sanitation” (if it has not been formed already) in accordance to Sub-clause (2) of Clause 55 of the Paurashava Act 2009. This Standing Committee or relevant committee shall oversee the activities related to planning and implementation of FSM services. Depending on need and availability, the committee would co-opt a sanitation expert in the committee (in accordance with Sub-clause (9) of Clause 55 of the Paurashava Act 2009). The committee shall be responsible for establishing linkages between national/local level sanitation experts and FSM service providers to address technical issues related to FSM.								
4	The Paurashava Standing Committee shall propose an “FSM Monitoring Cell” for approval of Paurashava authority for regular monitoring of FSM service in the Paurashava, which include monitoring of actions under sub-section 4.2.2 (proper design and construction of sanitation facilities and disposal of sewage/wastewater/garbage) and sub-section 4.2.3 (fecal sludge collection and transportation), sub-section 4.2.4 (fecal sludge treatment, disposal and end-use) of the Institutional and Regulatory Framework (2017) for Paurashavas.								
5	Draft, approve and implement bylaws to ensure FSM services in Paurashava.								
6	Develop and maintain database of all sanitation facilities within areas of Paurashava jurisdiction, along with probable emptying frequency of these facilities.								
7	Approve and enforce sanctions/punishments for inappropriate containments and illegal disposal of fecal waste: (As per the national standards/guidelines for containment (e.g., septic tanks, pit latrines), the Paurashava will check its location, layout and design for all new/existing constructions, and will put in place sanctions/punishments for inappropriate containments.) Also, Paurashava should take actions to build the capacity of masons, contractors and others for design and construction of appropriate containment. Paurashava may engage an expert for this purpose.								

2. Action plan for these Paurashavas have been prepared considering the projects would support procurement of FSM infrastructure for city-wide FSM implementation

Sl.	Activity	Timeline							
		2019	2020	2021	2022	2023	2024	2025-27	2028-30
8	Dispose FS properly in allocated land/area by digging pits/trench until FSTP is functional.								
9	Take initiative for purchasing and maintaining mechanical emptying and transportation vehicle/equipment from the Paurashava's own fund from revenue budget and/or other source of fund as required for city-wide coverage.								
10	Procure and establish FSM infrastructures from development projects.								
11	Start/continue gradual implementation of FSM in Paurashava.								
12	Create a pool of mechanical emptiers comprising members of traditional pit emptier groups through capacity building programs with support from I/NGOs, development partners and other stakeholders.								
13	Conduct trainings for managers, operators and other staff on occupational health and safety (OHS): (The Paurashava will conduct training programs for mechanical emptying service providers, treatment plant operators, end-use product makers, and will follow/enforce appropriate health and safety guidelines for emptying service.)								
14	Set a tariff structure for emptying and transportation service for consumers following the recommendations in the national level study.								
15	Develop a "business model" for FSM service in the Paurashava: The Paurashava will adopt a business model for FSM service following the recommendations in the national level study.								
16	Take initiative for allocating budget from revenue for FSM implementation: The Paurashava will introduce budget allocation in their yearly budget for implementation of FSM from its collected revenue from TAX.								
17	Seek assistance of DAE, BARC, SRDI, SREDA and other relevant institutions for securing license for end-use product: Where treatment facilities are in operation, the Paurashava shall work with the Ministry of Agriculture to ensure safe use of treatment end products in agriculture, landscaping and other purposes. The Paurashava will secure/support private company for simplifying the procedure for securing license for using/ marketing of compost/ organic fertilizer produced (if any) at fecal sludge treatment facilities.								
18	Utilize the end-product from treated sludge in different aspects (public-private partnership approach could be followed).								
19	Adopt the marketing strategy recommended in the study conducted at national level and will take actions to execute the strategy to increase demand of end-use product.								

Sl.	Activity	Timeline							
		2019	2020	2021	2022	2023	2024	2025-27	2028-30
20	Carry out awareness raising programs following the recommendation in the study conducted at national level to change behavior of consumers and increase demand of FSM service.								
21	Monitor the O&M of the FSTP and seek support from the Ministry and other stakeholders for modification or upgradation of the treatment process/technology, if required.								
22	Secure funding from Ministry/DP/INGOs for new emptying and transportation equipment, land (if needs to be procured) and FSTP upgradation.								
23	Procure new mechanical emptying and transportation equipment (desludging vehicle, equipment, etc.) for city-wide FSM implementation.								
24	Construct new FSTP for treatment of FS (if required, depending on the sludge treatment capacity of existing FSTP).								
25	Operation of city-wide FSM services.								

Table 5: Paurashava level action plan for Paurashavas with land available for construction of FSTP (Cluster C)

Sl.	Activity	Timeline										
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029-30
1	Awareness raising and capacity building of Paurashava officials and LGIs for proper implementation of FSM with support from DPHE, ITN-BUET, I/NGOs, development partners/banks, etc.											
2	Include FSM in Paurashava master plan/city sanitation plan/City Wide Inclusive Sanitation (CWIS) plan: The Paurashava shall take steps to include within its “master plan” (prepared or being prepared in accordance with the provision of Schedule 2 of Paurashava Act 2009) or sanitation plan or other relevant development plan or CWIS plan, the provisions of the infrastructure (i.e., treatment facility) for implementation of FSM services.											
3	Form/reform "Standing Committee" on health, water and sanitation with special on FSM: The Paurashava shall form a Standing Committee on “health, water and sanitation” (if it has not been formed already) in accordance to Sub-clause (2) of Clause 55 of the Paurashava Act 2009. This Standing Committee or relevant committee shall oversee the activities related to planning and implementation of FSM services. Depending on need and availability, the committee would co-opt a sanitation expert in the committee (in accordance with Sub-clause (9) of Clause 55 of the Paurashava Act 2009). The committee shall be responsible for establishing linkages between national/local level sanitation experts and FSM service providers to address technical issues related to FSM.											
4	The Paurashava Standing Committee shall propose an “FSM Monitoring Cell” for approval of Paurashava authority for regular monitoring of FSM service in the Paurashava, which include monitoring of actions under sub-section 4.2.2 (proper design and construction of sanitation facilities and disposal of sewage/wastewater/garbage) and sub-section 4.2.3 (fecal sludge collection and transportation), sub-section 4.2.4 (fecal sludge treatment, disposal and end-use) of the Institutional and Regulatory Framework (2017) for Paurashavas.											
5	Draft, approve and implement bylaws to ensure FSM services in the Paurashava.											
6	Develop and maintain database of all sanitation facilities within areas of Paurashava jurisdiction, along with probable emptying frequency of these facilities.											

Sl.	Activity	Timeline										
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029-30
7	Approve and enforce sanctions/punishments for inappropriate containments and illegal disposal of fecal waste: As per the national standards/guidelines for containment (e.g., septic tanks, pit latrines), the Paurashava will check its location, layout and design for all new/existing constructions, and will put in place sanctions /punishments for inappropriate containments. Also, Paurashava should take actions to build capacity of masons, contractors and others for design and construction of appropriate containment. Paurashava may engage experts for this purpose.											
8	Dispose FS properly in allocated land/area by digging pits/trench until FSTP is functional.											
9	Take initiative for construction of new FSTP, and seek support from Ministry/DP/INGO, as required.											
10	Secure funding from Ministry/DP/INGOs for new emptying equipment and FSTP or contribute from Paurashava's own fund.											
11	Procure FSM infrastructures (desludging vehicle, equipment, FSTP, etc.) for implementation.											
12	Gradual implementation of city-wide FSM.											
13	Capacity building of informal pit-emptiers group.											
14	Create a pool of mechanical emptiers comprising members of traditional pit emptier groups through capacity building programs with support from I/NGOs, development partners and other stakeholders.											
15	Conduct training program for managers, operators and other staff on occupational health and safety (OHS): (The Paurashava will conduct training programs for mechanical emptying service providers, treatment plant operators, end-use product makers, and will follow/enforce appropriate health and safety guidelines for emptying service.)											
16	Set a tariff structure for emptying and transportation service for consumers following the recommendations in the national level study.											
17	Develop a "business model" for FSM service in the Paurashava: The Paurashava will adopt a business model for FSM service following the recommendations in the national level study.											

Sl.	Activity	Timeline										
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029-30
18	Take initiative for allocating budget from revenue for FSM implementation: (The Paurashava will introduce budget allocation in their yearly budget for implementation of FSM from its collected revenue from TAX.)											
19	Seek assistance of DAE, BARC, SRDI, SREDA and other relevant institutions for securing license for end-use product: (Where treatment facilities are in operation, the Paurashava shall work with the Ministry of Agriculture to ensure safe use of treatment end products in agriculture, landscaping and other purposes. The Paurashava will secure/support private company for simplifying the procedure for securing license for using/ marketing of compost/ organic fertilizer produced (if any) at fecal sludge treatment facilities.)											
20	Utilize the end-product from treated sludge in different aspects (public-private partnership approach could be followed).											
21	Adopt the marketing strategy recommended in the study conducted at national level and will take actions to execute the strategy to increase demand of end-use product.											
22	Carry out awareness raising programs following the recommendation in the study conducted at national level to change behavior of consumers and increase demand of FSM service.											
23	Monitor the O&M of the FSTP and seek support from the Ministry and other stakeholders for modification or upgradation of the treatment process/technology, if required.											
24	Procure new mechanical emptying equipment (desludging vehicle, equipment, etc.) for city-wide FSM implementation.											
25	Construct new FSTP for treatment of FS (if required, depending on the sludge treatment capacity of existing FSTP).											
26	Operation of city-wide FSM services.											

Table 6: Paurashava level action plan for Paurashavas with no land available for construction of FSTP (Cluster D)

Sl.	Activity	Timeline									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028-30
1	Awareness raising and capacity building of Paurashava officials and LGIs for proper implementation of FSM with support from DPHE, ITN-BUET, I/NGOs, development partners/banks, etc.										
2	Include FSM in Paurashava master plan/city sanitation plan/City Wide Inclusive Sanitation (CWIS) plan: The Paurashava shall take steps to include within its “master plan” (prepared or being prepared in accordance with the provision of Schedule 2 of Paurashava Act 2009) or sanitation plan or other relevant development plan or CWIS plan, the provisions of the infrastructure (i.e., treatment facility) for implementation of FSM services.										
3	Form/reform "Standing Committee" on health, water and sanitation with special on FSM: The Paurashava shall form a Standing Committee on “health, water and sanitation” (if it has not been formed already) in accordance to Sub-clause (2) of Clause 55 of the Paurashava Act 2009. This Standing Committee or relevant committee shall oversee the activities related to planning and implementation of FSM services. Depending on need and availability, the committee would co-opt a sanitation expert in the committee (in accordance with Sub-clause (9) of Clause 55 of the Paurashava Act 2009). The committee shall be responsible for establishing linkages between national/local level sanitation experts and FSM service providers to address technical issues related to FSM.										
4	The Paurashava Standing Committee shall propose an “FSM Monitoring Cell” for approval of Paurashava authority for regular monitoring of FSM service in the Paurashava, which include monitoring of actions under sub-section 4.2.2 (proper design and construction of sanitation facilities and disposal of sewage/wastewater/garbage) and sub-section 4.2.3 (fecal sludge collection and transportation), sub-section 4.2.4 (fecal sludge treatment, disposal and end-use) of the Institutional and Regulatory Framework (2017) for Paurashavas.										
5	Draft, approve and implement bylaws to ensure FSM services in the Paurashava.										
6	Develop and maintain database of all sanitation facilities within areas of Paurashava jurisdiction, along with probable emptying frequency of these facilities.										

Sl.	Activity	Timeline									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028-30
7	Approve and enforce sanctions/punishments for inappropriate containments and illegal disposal of fecal waste: As per the national standards/guidelines for containment (e.g., septic tanks, pit latrines), the Paurashava will check its location, layout and design for all new/existing constructions, and will put in place sanctions/punishments for inappropriate containments. Also, Paurashava should take actions to build the capacity of masons, contractors and others for design and construction of appropriate containment. Paurashava may engage an expert for this purpose.										
8	Dispose FS properly in allocated land/area by digging pits/trench until FSTP is functional.										
9	Take initiative for purchasing mechanical emptying and transportation equipment required for city-wide coverage.										
10	Place proposal for land procure and construction of new FSTP to Ministry/DP/INGOs.										
11	Secure funding from Ministry/DP/INGOs for new emptying equipment, land for FSTP and construction of FSTP, or arrange from Paurashava's own fund.										
12	Procure FSM infrastructures (desludging vehicle, equipment, land, FSTP, etc.) for implementation.										
13	Start gradual implementation of city-wide FSM.										
14	Capacity building of informal pit-emptier group.										
15	Create a pool of mechanical emptiers comprising members of traditional pit emptier groups through capacity building programs with support from I/NGOs, development partners and other stakeholders.										
16	Conduct training program for managers, operators and other staff on occupational health and safety (OHS): (The Paurashava will conduct training programs for mechanical emptying service providers, treatment plant operators, end-use product makers, and will follow/enforce appropriate health and safety guidelines for emptying service.)										
17	Set a tariff structure for emptying and transportation service for consumers following the recommendations in the national level study.										
18	Develop a "business model" for FSM service in the Paurashava: The Paurashava will adopt a business model for FSM service following the recommendations in the national level study.										

Sl.	Activity	Timeline									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028-30
19	Take initiative for allocating budget from revenue for FSM implementation: The Paurashava will introduce budget allocation in their yearly budget for implementation of FSM from its collected revenue from TAX.										
20	Seek assistance of DAE, BARC, SRDI, SREDA and other relevant institutions for securing license for end-use product: (Where treatment facilities are in operation, the Paurashava shall work with the Ministry of Agriculture to ensure safe use of treatment end products in agriculture, landscaping and other purposes. The Paurashava will secure/support private company for simplifying the procedure for securing license for using/ marketing of compost/ organic fertilizer produced (if any) at fecal sludge treatment facilities.)										
21	Utilize the end-product from treated sludge in different aspects (public-private partnership approach could be followed).										
22	Adopt the marketing strategy recommended in the study conducted at national level and will take actions to execute the strategy to increase demand of end-use product.										
23	Carry out awareness raising programs following the recommendation in the study conducted at national level to change behavior of consumers and increase demand of FSM service.										
24	Monitor the O&M of the FSTP and seek support from the Ministry and other stakeholders for modification or upgradation of the treatment process/technology, if required.										
25	Procure new mechanical emptying equipment (desludging vehicle, equipment, etc.) for city-wide FSM implementation.										
26	Operation of city-wide FSM services.										

Both national and Paurashava level action plans need substantial support from Government and development partners to achieve the target of implementing IRF for FSM by 2030, when all 329 Paurashavas will have city-wide FSM service running. The financial support needed to implement the IRF will be different for national and Paurashava. The requirement will depend on course of action with time and may have to be adjusted keeping track of overall progress of the proposed actions. Here a tentative budget is proposed based on some rough assumptions that should be appraised and revised by a technical team before implementation of the proposed actions.

5.1 Tentative budget for national level action plan

For national level action plan, this tentative budget shown in Table 7 has been estimated for the first three years starting from 2019 to 2021. The FSM coordination committee can review and revise this budget as needed, and will decide any change in activities that would influence this budget for the next years.

Table 7: Tentative budget for national level actions for the period 2019–2021

National Level Budget for Paurashava NAP					
Sl.	Activity	Unit	Unit Rate (BDT)	Qty.	Total Cost (BDT)
A. Meetings and Capacity Building					
1	Quarterly meeting of FSM Coordination Committee	Quarterly	100,000	12	1,200,000
2	Operationalization of “FSM Support Cell” and Regular Meeting	Bi Monthly	100,000	18	1,800,000
3	Upgradation of FSM Support Cell Logistics	Yearly	3,000,000	3	9,000,000
4	Improvement and Expansion of OOMS for DPHE	L.S.	15,000,000	1	15,000,000
5	Develop National Standards/Guidelines for FSM	L.S.	30,000,000	1	30,000,000
6	Develop and Disseminate Capacity Building Materials on FSM Implementation	Yearly	10,000,000	3	30,000,000
7	Build Capacity of Implementing Agencies (DPHE, LGED, Paurashava Representatives and Officials, Pit-emptiers, FSM Service Provider, etc.) through Training Courses	Per Paurashava	3,000,000	329	987,000,000
Sub-Total (Meetings and Capacity Building)					1,074,000,000

National Level Budget for Paurashava NAP					
Sl.	Activity	Unit	Unit Rate (BDT)	Qty.	Total Cost (BDT)
B. Research and Curricula Development					
8	Research on "Behavior Change Communication and Demand Creation for Fecal Sludge Management Service" in selected Paurashavas with support from research organizations	L.S.	50,000,000	1	50,000,000
9	R&D on containment upgradation and standardization	L.S.	30,000,000	1	30,000,000
10	Research on "Effective Marketing Strategy for Promotion of Use of End-products from FSM in Paurashavas" in selected Paurashavas with support from research organizations	L.S.	15,000,000	1	15,000,000
11	Study on "Service delivery model/ Tariff Setting for Mechanical Emptying Service at Paurashava Level" to support different Paurashavas to set their tariff for emptying services	L.S.	15,000,000	1	15,000,000
12	Research on "Development of Business Model for Delivery of FSM services in Paurashavas"	L.S.	15,000,000	1	15,000,000
13	Research on "Development of Business Model for Delivery of FSM services in Paurashavas"	Yearly	20,000,000	3	60,000,000
14	Develop, approve and incorporate curricula on FSM for university students	L.S.	15,000,000	1	15,000,000
15	Post graduate research fellowship	L.S.	1,000,000	10	10,000,000
Sub-Total (Research and Curricula Development)					210,000,000
C. Awareness Raising, Knowledge Dissemination & Learning Sharing					
16	Observe different national events with focus on FSM	Yearly	10,000,000	3	30,000,000
17	Host FSM Conference in Bangladesh	L.S.	100,000,000	1	100,000,000
18	National level awareness raising by developing and utilizing audio-visuals on FSM and its importance	Yearly	30,000,000	3	90,000,000
19	Develop and incorporate FSM related behavior change items along with regular hygiene behavior practice change topics at educational and religious institutes	Yearly	15,000,000	3	45,000,000
20	Document best practices and disseminate among policy makers and practitioners	Yearly	10,000,000	3	30,000,000

National Level Budget for Paurashava NAP					
Sl.	Activity	Unit	Unit Rate (BDT)	Qty.	Total Cost (BDT)
21	Exposure visits for national experts/ policy makers/ decision makers/implementers	Yearly	30,000,000	3	90,000,000
22	Exposure visits for national level implementers (LGIs, Government agencies, MAB, CBO etc)	Yearly	30,000,000	3	90,000,000
Sub-Total (Awareness Raising, Knowledge Dissemination & Learning Sharing)					475,000,000
Total (For First Three Years: 2019-2021)					1,759,000,000

5.2 Tentative budget for Paurashava level action plan

For Paurashava level action plan, a tentative budget has been estimated for the period from 2019 to 2030 (see Table 8), to achieve city-wide operational FSM services in all Paurashavas. However, this should be considered as a template for estimation of budget at Paurashava level and each Paurashava should develop its own budget for implementation of FSM following this template.

To get tentative idea of cost for required infrastructure to implement city-wide FSM in four clusters, cost of desludging vehicles, equipment, land (where land is not available for construction of new FSTP) and construction of FSTP have been estimated based on a number of criteria. The assumption and estimated cost for these items are provided in Table 8 below.

Table 8: Tentative budget estimated for soft and hardware components of the Paurashava level action plan for 329 Paurashavas

Paurashava Level Budget for Paurashava NAP					
Sl.	Activity	Unit	No. of Paurashavas	Unit Rate (BDT)	Total Cost (BDT)
1.	Desludging/dewatering trucks (500 L, 1,000 L and 2,000 L capacity) for Paurashavas				
	Assumptions: For, 500 L Capacity = BDT 30 Lac 1000 L Capacity = BDT 50 Lac 2000L Capacity = BDT 80 Lac				
	Cluster A (10 Paurashava) @ 2 nos (1000 L & 2000 L) each	No.	10	13,000,000	130,000,000
	Cluster B (115 Paurashava) @ 2 nos (1000 L & 2000 L) each	No.	115	13,000,000	1,495,000,000
	Cluster C (26 Paurashava) @ 3 nos (500 L, 1000 L & 2000 L) each	No.	26	16,000,000	416,000,000
	Cluster D (184 Paurashava) @ 3 nos (500 L, 1000 L & 2000 L) each	No.	184	16,000,000	2,944,000,000
Sub-Total					4,985,000,000

Paurashava Level Budget for Paurashava NAP					
Sl.	Activity	Unit	No. of Paurashavas	Unit Rate (BDT)	Total Cost (BDT)
2.	Land (1.5 acre on average) for construction of FSTP for cluster C & D and future expansion of cluster A & B				
	Assumptions: On an average of BDT 3 crore per paurashava for 1.5 acre land				
	Paurashava	No.	329	30,000,000	9,870,000,000
Sub-Total					9,870,000,000
3.	Construction of new FSTP (for Cluster C & D, and future expansion of Cluster A & B)				
	Assumptions: On an average of BDT 2 crore per Paurashava for Construction/future expansion of FSTP at city wide scale				
	Paurashava	No.	329	20,000,000	6,580,000,000
	Construction of decentralized fecal waste treatment facilities for pocket areas with limited or no accessibility for desludging trucks				
	Assumptions: On an average of BDT 1 crore per Paurashava for Construction/future expansion of FSTP at city wide scale				
	Paurashava	No.	329	10,000,000	3,290,000,000
Sub-Total					9,870,000,000
4.	Containment standardization, upgradation, monitoring and additional equipment				
	Assumptions: Capacity building of masons for constructing/upgrading containment based on standard design, and Paurashava officials for monitoring the construction of containment				
	Paurashava	No.	329	200,000,000	65,800,000,000
Sub-Total					65,800,000,000
5.	Capacity Building, awareness raising, Communication and other soft consonants.				
	Assumptions: (This is an average estimate, that may have to be revised based on population size of the Paurashava)				
	Paurashava	No.	329	25,000,000	8,225,000,000
Sub-Total					8,225,000,000
Total (At Paurashava Level)					98,750,000,000

Table 9: Total tentative budget for Paurashavas

Sl.	Total Tentative Budget for Paurashava	টাকা
1	National level activities for three years*	1,759,000,000
2	Paurashava level activities including infrastructure development and capacity development for 12 years	98,750,000,000
* Budget for national level activities for subsequent years will be estimated later		

It should be noted that the tentative budget for national and Paurashava level does not consider the inflation rate, which needs to be taken into account during development of projects in future to implement the actions proposed in the NAP.

LIST OF PAURASHAVAS UNDER DIFFERENT CLUSTERS

Table 10: Paurashavas under Cluster A (with operation FSM)

Sl.	Name of Paurashava	District	Class
1	Chowmuhan	Noakhali	A
2	Kushtia	Kushtia	A
3	Jhenaidah	Jhenaidah	A
4	Jashore	Jashore	A
5	Sakhipur	Tangail	A
6	Faridpur	Faridpur	A
7	Satkhira	Satkhira	A
8	Lakshmipur	Lakshmipur	A
9	Nilphamari	Nilphamari	A
10	Sherpur	Sherpur	A

Table 11: Paurashavas under Cluster B

Sl.	Name of Paurashava	District	Class	Project Name
1	Gobindaganj	Gaibandha	A	23 Paurashava Water Supply & Sanitation
2	Alamdanga	Chuadanga	A	
3	Benapole	Jashore	A	
4	Monirampur	Jashore	B	
5	Boalmari	Faridpur	A	
6	Ghatail	Tangail	A	
7	Nabinagara	Brahmanbaria	A	
8	Chatkhali	Noakhali	A	
9	Bashurhat	Noakhali	A	
10	Godagari	Rajshahi	A	
11	Belkuchi	Sirajganj	A	
12	Birganj	Dinajpur	B	
13	Dohar	Dhaka	A	
14	Dhamrai	Dhaka	A	
15	Kanaighat	Sylhet	B	
16	Ajmiriganj	Habiganj	C	
17	Sherpur	Sherpur	A	
18	Muladi	Barishal	A	
19	Madhabdi	Narsingdi	A	
20	Shibgonj	Bogura	C	
21	Ulipur	Kurigram	B	
22	Shaistaganj	Habiganj	A	
23	Jagannathpur	Sunamganj	B	

Sl.	Name of Paurashava	District	Class	Project Name
24	Betagi	Barguna	B	32 Pourashava Water Supply & Sanitation
25	Bauphal	Patuakhali	A	
26	Kasba	Brahmanbaria	B	
27	Faridganj	Chandpur	B	
28	Mirsharai	Chattogram	B	
29	Satkania	Chattogram	A	
30	Chauddagram	Cumilla	A	
31	Nangalkota	Cumilla	B	
32	Sonagazi	Feni	B	
33	Dagarbhuiyan	Feni	A	
34	Sonaimuri	Noakhali	A	
35	Hakimpur	Dinajpur	C	
36	Nageshwari	Kurigram	A	
37	Sundarganj	Gaibandha	B	
38	Peerganj	Thakurgaon	B	
39	Arani	Rajshahi	B	
40	Nagarkanda	Faridpur	C	
41	Kaliakoir	Gazipur	A	
42	Sreepur	Gazipur	A	
43	Muksudpur	Gopalganj	C	
44	Dewanganj	Jamalpur	B	
45	Karimganj	Kishoreganj	B	
46	Kuliarchar	Kishoreganj	B	
47	Singair	Manikganj	B	
48	Gaffargaon	Mymensingh	A	
49	Sonargaon	Narayanganj	B	
50	Raipur	Narsingdi	B	
51	Nakla	Sherpur	B	
52	Kalihati	Tangail	B	
53	Sreebordi	Sherpur	C	
54	Chalna	Khulna	B	
55	Khoksa	Kushtia	C	
56	Chattak	Sunamganj	A	UGIIP-III
57	Meherpur	Meherpur	A	
58	Charghat	Rajshahi	B	
59	Khagrachhari	Khagrachari	A	
60	Chuadanga	Chuadanga	A	
61	Nilphamari	Nilphamari	A	
62	Kushtia	Kushtia	A	
63	Lakshmipur	Lakshmipur	A	
64	Laksham	Cumilla	A	
65	Habiganj	Habiganj		
66	Moulvibazar	Moulvibazar	A	

Sl.	Name of Paurashava	District	Class	Project Name
67	Chapai Nawabganj	Chapai Nawabganj	A	UGHP-III
68	Naogaon	Naogaon	A	
69	Bandarban	Bandarban	A	
70	Rangamati	Rangamati	A	
71	Rajbari	Rajbari	A	
72	Kotalipara	Gopalganj	A	
73	Tungipara	Gopalganj	A	
74	Kishoreganj	Kishoreganj	A	
75	Netrokona	Netrokona	A	
76	Muktagasa	Mymensingh	A	
77	Jashore	Jashore	A	
78	Magura	Magura	A	
79	Joypurhat	Joypurhat	A	
80	Bhera	Pabna	A	
81	Ishwardi	Pabna	A	
82	Shahzadpur	Sirajganj	A	
83	Panchagarh	Panchagarh	A	
84	Faridpur	Faridpur	A	
85	Cox's Bazar	Cox's Bazar	A	WB
86	Gopalganj	Gopalganj	A	
87	Tarabo	Narayanganj	A	
88	Madhupur	Tangail	A	
89	Dhanbari	Tangail	B	
90	Bhuapur	Tangail	B	
91	Goalanda	Rajbari	A	
92	Akhaura	Brahmanbaria	A	
93	Banashkhali	Chattogram	A	
94	Chandanaish	Chattogram	A	
95	Homna	Cumilla	B	
96	Debidwar	Cumilla	B	
97	Parshuram	Feni	B	
98	Ramgoti	Laksmipur	C	
99	Senbagh	Noakhali	B	
100	Kahalu	Bogura	C	
101	Panchbibi	Joypurhat	A	
102	Akkelpur	Joypurhat	A	
103	Bonpara	Natore	A	
104	Baraigram	Natore	B	
105	Nachole	Chapai Nawabganj	B	
106	Katakhali	Rajshahi	C	
107	Taherpur	Rajshahi	A	
108	Bagha	Rajshahi	A	
109	Raiganj	Sirajganj	B	
110	Ullapara	Sirajganj	A	

Sl.	Name of Paurashava	District	Class	Project Name
111	Chaugachha	Jashore	B	WB
112	Gangni	Meherpur	B	
113	Barolekha	Moulovibazar	B	
114	Kamalganj	Moulovibazar	B	
115	Islampur	Jamalpur	B	

Table 12: Paurashavas under Cluster C

Sl.	Name of Paurashava	District	Class
1	Galachipa	Patuakhali	A
2	Jhalokati	Jhalokati	A
3	Kalkini	Madaripur	A
4	Kurigram	Kurigram	A
5	Saidpur	Nilphamari	A
6	Sreemangal	Moulvibazar	A
7	Banaripara	Barishal	B
8	Brahmanbaria	Brahmanbaria	A
9	Bagharpara	Jashore	C
10	Barguna	Barguna	A
11	Daudkandi	Cumilla	B
12	Jamalpur	Jamalpur	A
13	Mongla	Bagerhat	A
14	Patgram	Lalmonirhat	A
15	Araihazar	Narayanganj	B
16	Dinajpur	Dinajpur	A
17	Durgapur	Rajshahi	B
18	Munshiganj	Munshiganj	A
19	Pirojpur	Pirojpur	A
20	Nabiganj	Habiganj	A
21	Chakaria	Cox's Bazar	A
22	Haragachh	Rangpur	C
23	Beanibazar	Sylhet	A
24	Rangunia	Chattogram	B
25	Natore	Natore	A
26	Sunamganj	Sunamganj	A

Table 13: Paurashavas under Cluster D

Sl.	Name of Paurashava	District	Class
1	Atgharia	Pabna	B
2	Bagerhat	Bagerhat	A
3	Burhanuddin	Bhola	A
4	Chatmohar	Pabna	B
5	Damudya	Shariatpur	A
6	Debiganj	Panchgarh	C
7	Deraï	Sunamganj	B
8	Dhupchanchia	Bogura	A
9	Hajiganj	Chandpur	A
10	Hathazari	Chattogram	B
11	Hossainpur	Kishoreganj	B
12	Jhikargacha	Jashore	B
13	Kachua	Chandpur	A
14	Kanchan	Narayanganj	B
15	Keshorhata	Rajshahi	B
16	Kuakata	Patuakhali	B
17	Kulaura	Moulvibazar	A
18	Madarganj	Jamalpur	B
19	Madaripur	Madaripur	A
20	Madhabpur	Habiganj	A
21	Madhukhali	Faridpur	B
22	Mathbaria	Pirojpur	A
23	Matlab	Chandpur	A
24	Mirzapur	Tangail	B
25	Mohonganj	Netrokona	A
26	Morrelgonj	Bagerhat	A
27	Nalitabari	Sherpur	B
28	Nandail	Mymensingh	B
29	Nandigram	Bogura	A
30	Naohata	Rajshahi	A
31	Pangsha	Rajbari	A
32	Pathorghata	Barguna	B
33	Patuakhali	Patuakhali	A
34	Phulpur	Mymensingh	A
35	Rajoir	Madaripur	C
36	Sathiya	Pabna	A
37	Shahrasti	Chandpur	A
38	Shariatpur	Shariatpur	A
39	Singra	Natore	A
40	Sitakunda	Chattogram	A
41	Sujanagar	Pabna	A
42	Tangail	Tangail	A
43	Tanore	Rajshahi	C
44	Teknaf	Cox's Bazar	B
45	Wazirpur	Barishal	C
46	Barura	Cumilla	B
47	Kakanhata	Rajshahi	A

Sl.	Name of Paurashava	District	Class
48	Kalarua	Satkhira	B
49	Valuka	Mymensingh	A
50	Raipur	Lakshmipur	A
51	Rahanpur	Chapai Nawabganj	A
52	Shibchar	Madaripur	A
53	Swarupkati	Pirojpur	A
54	Thakurgaon	Thakurgaon	A
55	Badarganj	Rangpur	B
56	Chatkhil	Noakhali	A
57	Fulbaria	Mymensingh	B
58	Ghoraghat	Dinajpur	C
59	Gosairhat	Shariatpur	C
60	Narsingdi	Narsingdi	A
61	Patia	Chattogram	A
62	Puthiya	Rajshahi	B
63	Shibpur	Narsingdi	B
64	Alfadanga	Faridpur	C
65	Bakerganj	Barishal	B
66	Bariyarahata	Chattogram	A
67	Bogura	Bogura	A
68	Chandina	Cumilla	B
69	Darshana	Chuadanga	B
70	Feni	Feni	A
71	Fulbari	Dinajpur	A
72	Kaliganj	Gazipur	B
73	Kaliganj	Jhenaidaha	A
74	Kendua	Netrokona	C
75	Keshabpur	Jashore	A
76	Mirpur	Kushtia	B
77	Maheshpur	Jhenaidaha	A
78	Noapara	Jashore	A
79	Parbatipur	Dinajpur	A
80	Sharishabari	Jamalpur	B
81	Savar	Dhaka	A
82	Bhabaniganj	Rajshahi	B
83	Bhandaria	Pirojpur	C
84	Bhanga	Faridpur	A
85	Bhairab	Kishoreganj	A
86	Pakundia	Kishoreganj	C
87	Gurdaspur	Natore	A
88	Monohordi	Narsingdi	B
89	Shailakupa	Jhenaidaha	A
90	Kotchandpur	Jhenaidaha	A
91	Tarash	Sirajganj	C
92	Mehendiganj	Barishal	B
93	Talora	Bogura	C
94	Ramganj	Lakshmipur	A
95	Gopalganj	Gopalganj	A

Sl.	Name of Paurashava	District	Class
96	Maheshkhali	Cox's Bazar	B
97	Sengarchar	Chandpur	A
98	Nazirpur	Naogaon	B
99	Gabtolli	Bogura	B
100	Gopaladi	Narayanganj	B
101	Sandwip	Chattogram	B
102	Birol	Dinajpur	C
103	Bagatipara	Natore	C
104	Mundumala	Rajshahi	B
105	Bancharampur	Brahmanbaria	C
106	Basail	Tangail	C
107	Bajitpur	Kishoreganj	B
108	Baghaichari	Rangamati	C
109	Bhola	Bhola	A
110	Birampur	Dinajpur	A
111	Boalkhali	Chattogram	B
112	Charfassion	Bhola	A
113	Chunarughat	Habiganj	A
114	Dhamuirhata	Naogaon	B
115	Dohazari	Chattogram	C
116	Domar	Nilphamari	C
117	Elenga	Tangail	C
118	Fatikchhari	Chattogram	B
119	Gaibandha	Gaibandha	A
120	Ghorashal	Narsingdi	A
121	Gopalpur	Natore	C
122	Gauripur	Mymensingh	A
123	Gaurinodi	Barishal	A
124	Haluaghat	Mymensingh	C
125	Hatia	Noakhali	C
126	Hazrabari	Jamalpur	C
127	Ishwarganj	Mymensingh	A
128	Harinakunda	Jhenaidaha	C
129	Bakshiganj	Jamalpur	C
130	Jaldhaka	Nilphamari	B
131	Zakiganj	Sylhet	C
132	Katiadi	Kishoreganj	C
133	Kalai	Joypurhat	B
134	Jazeera	Shariatpur	C
135	Kazipur	Sirajganj	B
136	Kumarkhali	Kushtia	A
137	Kolapara	Patuakhali	A
138	Jibannagar	Chuadanga	B
139	Kabirhat	Noakhali	B
140	Lalmohan	Bhola	A
141	Matiranga	Khagrachari	B
142	Melandaha	Jamalpur	B
143	Madan	Netrokona	C

Sl.	Name of Paurashava	District	Class
144	Lohagara	Narail	C
145	Nalchity	Jhalokati	B
146	Nazirhat	Chattogram	C
147	Narail	Narail	A
148	Mirkadima	Munshiganj	A
149	Noakhali	Noakhali	A
150	Pabna	Pabna	A
151	Paikgacha	Khulna	A
152	Ranishankali	Thakurgaon	C
153	Sariakandi	Bogura	C
154	Raozan	Chattogram	B
155	Sonatala	Bogura	B
156	Setabganj	Dinajpur	A
157	Bheramara	Kushtia	B
158	Bhedarganj	Shariatpur	C
159	Trishal	Mymensingh	A
160	Chandpur	Chandpur	A
161	Manikganj	Manikganj	B
162	Gopalpur	Tangail	B
163	Naria	Shariatpur	C
164	Durgapur	Netrokona	B
165	Narayanpur	Chandpur	C
166	Chhagalnaiya	Feni	B
167	Lama	Bandarban	B
168	Ramgarh	Khagrachari	B
169	Sherpur	Bogura	A
170	Santahar	Bogura	A
171	Dhunat	Bogura	B
172	Bhangura	Pabna	A
173	Faridpur	Pabna	A
174	Shibganj	Chapai Nawabganj	A
175	Khetlal	Joypurhat	B
176	Naldanga	Natore	C
177	Pirganj	Rangpur	C
178	Palashbari	Gaibandha	C
179	Boda	Panchgarh	B
180	Lalmonirhat	Lalmonirhat	A
181	Kalia	Narail	B
182	Amtali	Barguna	A
183	Daulatkhan	Bhola	B
184	Golapganj	Sylhet	A