



Government of the People's Republic of Bangladesh
Local Government Reform Commission

Report

Summary



April 2025

Local Government Reform Commission

Summary of Recommendations

The 60 key recommendations of the Local Government Reform Commission are presented below in a table along with their justification, summarizing the report. However, these 60 key recommendations should not be viewed in isolation. For example, if recommendations number 2, 3, 4, 6, and 7 included in the summary are to be implemented, attention must also be given to more than 50 recommendations from chapters 3, 4, and 5 of the main report. In this way, if we consider each chapter of the report, which has an average of 10 recommendations per chapter in the 18 chapters, there are approximately 180 recommendations. From these 180 recommendations, the 60 key ones are listed below.

Local Government Institution and Act		
SL	Reform Topic	Comments
01.	The three tiers of rural local government—Union Parishad, Upazila Parishad, and Zila Parishad — and the two urban local government institutions — Pourashava and City Corporation—will remain intact.	At present, no changes to the existing tiered structure are desirable. However, in the long term, research will be necessary to consider reducing the number of tiers and institutions in local government.
02.	It has been proposed to transform the five local government institutions—Union Parishad, Upazila Parishad, Zila Parishad, Municipality, and City Corporations—into a simple, transparent, inclusive, and homogeneous democratic organizational structure. Five proposed structural frameworks are attached to the report. These frameworks can be implemented immediately upon the enactment of a new ordinance. A draft ordinance has been prepared and included in the second volume of the main report (the five frameworks are attached at the end). (Chapters Three, Four, and Five)	<ul style="list-style-type: none"> • If this proposal is implemented, the organizational structures of local government institutions will become more democratic, efficient, and effective. • The election process will be simplified. • Accountability will be clearly defined.
03.	The five local government institutions—Union Parishad, Upazila Parishad, Zila Parishad, Municipality, and City Corporation—currently operate under five separate laws. There are also over a hundred subordinate laws, numerous rules, and notifications. This legal clutter is a major obstacle to local government functionality. Therefore, the Commission recommends consolidating these five laws into a single unified law. A draft of this law has been prepared, which may be titled the <i>Local Government (Union Parishad, Upazila Parishad, Zila Parishad, Municipality, and City Corporation) Ordinance, 2025</i> . (Refer to the Chapters Three, Four, Five, and the draft ordinance in Volume Two)	After review, it can be promulgated as an ordinance.
04.	Once this unified law is enacted as an ordinance, elections for all five institutions can be held simultaneously under a single schedule. A flowchart of the election process is attached.	Holding elections under a single schedule will reduce election costs to one-fourth. The manpower required for elections will decrease from 1.9 million to 900,000, the

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	(Chapter Six)	time required will drop from 225 days to 45 days, and only one election will need to be held every five years.
05.	The government may hold local government elections at a convenient and logical time. However, before conducting elections under a single schedule, all existing local government bodies must be dissolved through an ordinance or law.	A new law/ordinance will be enacted, under which elections will be held.
06.	The number of wards in Union Parishads should be reassessed based on population and area. Currently, Union Parishads range from a maximum population of 475,000 to a minimum of around 5,000. Without redefining ward boundaries and populations, it is nearly impossible to run Union Parishads as effective institutions. Therefore, each ward should ideally have a population of 1,200–1,500, allowing Union Parishads to have between a minimum of 9 and a maximum of 39 wards. The Local Government Division may take immediate action on this matter. (Chapters Three and Four)	Increasing the number of Union Parishads is not advisable, as it raises government costs without improving services. Instead, increasing wards and budgets proportionally to population can address the issue.
07.	To facilitate elections for Upazila Parishad and Zila Parishad members, it is recommended to implement a ward-based system for both bodies. Each Union Parishad may be treated as three wards for the Upazila Parishad, and each Upazila may be divided into three electoral wards for the Zila Parishad. (Chapters Three and Four)	Creating specific wards for Upazila and Zila Parishads could be a groundbreaking step, allowing people to directly elect members to these bodies.
08.	In Union, Upazila, Zila, Pourashava, and City Corporations, one-third of the wards will be reserved for women, rotating in such a way that all wards of an institution will complete their cycle over three elections. This rotating reserved ward system for women may be reevaluated after the next three elections. (Chapters Three, Four, and Eleven)	<p>As per the recommendations of the Advocate Rahmat Ali Commission (1997), provisions were made for direct elections in three reserved seats for women. The Local Government (Union Parishad) Act was amended in 1997, allowing 45,000 women to contest and 12,828 to be elected across 4,276 Union Parishads.</p> <p>However, due to conflicts between reserved and general seats, this provision has remained ineffective for the past 27 years.</p> <p>The Committee for Strengthening and Revitalizing Local Government Institutions (2007) reviewed this system and recommended reserving 40% of all wards for women instead.</p> <p>Although the <i>Local Government (Union Parishad, Upazila Parishad, and Zila Parishad), Urban Local Government</i></p>

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		(<i>Pourashava and City Corporation Ordinance, 2007</i> incorporated this recommendation, it has yet to be implemented.
09.	Under Section 63 of the <i>Local Government (Union Parishad) Act, 2009</i> , Schedule III mandates the transfer of officers and staff from nine departments under seven ministries to Union Parishads. However, this transfer has not yet occurred. It is recommended that the officers and staff of these nine departments be immediately transferred to Union Parishads. The Cabinet Division may issue a notification in this regard. (Chapters Three and Four)	The offices of officials and employees of 9 departments under 7 ministries in the Union Parishad buildings are vacant. This is causing disruption in service delivery at the local level. This issue has been raised in various forms since 2009.
10.	Under Section 24 of the <i>Local Government (Upazila Parishad) Act, 2009</i> , Schedule III stipulates the transfer of functions, manpower, and funds of 17 government offices at the Upazila level to the Parishad's fund. A high-level standing committee, led by the Cabinet Secretary, exists to resolve any discrepancies. Although offices have been nominally transferred, functions and funds have not been fully handed over, rendering Upazila Parishads ineffective. Immediate full transfer of funds, manpower, and functions is recommended. (Chapters Three, Four, and Five)	Currently, Upazila Parishads lack administrative accountability and transparency. For example, nearly 50% of doctors at Upazila Health Centers are irregular, and about 40% of government primary schools operate without headteachers. The Cabinet Division's committee may review this matter promptly.
11.	<p>The Zila Parishad, established under the 2000 Act, operates like an isolated entity with no linkage to district-level development and service departments. Additionally, due to widespread electoral malpractice, no connection has been established between Zila Parishads and the public. The Commission has several recommendations for restructuring Zila Parishads, with two key proposals for preliminary implementation:</p> <p>a) Following the example of the three Hill District Parishads, transfer functions, functionaries, and funds (3Fs) of all government departments/offices in plainland districts to respective Zila Parishads.</p> <p>b) Take legal steps to implement the proposed framework for District Planning Authorities and district budget formulation outlined in this report. (Chapters Three and Four)</p>	This would be a major step toward strengthening Zila Parishads, allowing the nation to see a comprehensive picture of government work and expenditure at the district level. Horizontal planning at the district level would reduce the need for national government intervention in many areas.
12.	An integrated district planning framework and district budget formulation should be	

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	implemented in all 61 plainland districts to make all government expenditures visible. (Chapter Four)	
Reorganization of Ministries and Their Subordinate Institutions and Functions		
13.	<p>The current name of the Ministry of Local Government, Rural Development and Cooperatives and the functions and structure of the two departments under it will be changed. The name of the Ministry may be renamed from "Ministry of Local Government, Rural Development and Cooperatives (MOLGRDC)" to "Ministry of Local Government, Public Institutions and Public Services Engineering (MOLGPI & PSE)." Under this Ministry, there will be two departments: (1) Instead of the Rural Development and Cooperatives Department, the department will be renamed as "Local Government and Public Institution Division" (Local Government and Public Institution Division) and (2) Instead of the Local Government Division, it will be renamed as "Public Service Engineering Division" (Public Service Engineering Division).</p> <p>"Local Government and Public Institution Division" will oversee the administration and development supervision of local government institutions (Union Parishads, Upazila Parishads, Zilla Parishads, Municipalities, City Corporations, etc.); strengthen local governance and service delivery; address institutional issues and administrative matters of local government institutions; manage the financing, supervision, monitoring, inspection, and evaluation of local government institutions; and complete tasks related to cooperatives, rural development, and collective development strategies, including the Bureau of NGOs and cooperatives.</p> <p>"Public Service Engineering Division" will primarily handle the activities of LGED, Public Health Engineering Department, and all WASA offices across the country. It will plan and implement physical infrastructure development for large and medium-sized cities (i.e., City Corporations and district towns), provide technical assistance for implementing land use laws, manage rural infrastructure projects such as bridges, culverts, roads, and social infrastructure development and maintenance, and implement policies for rural infrastructure, agricultural support, water, sanitation, and</p>	<ul style="list-style-type: none"> • This will transform the ministry into a balanced and smart institution, • Rationalizing its agencies and aligning them with specific goals. • Unnecessary elements will be trimmed, • Essential additions will be made. • A new department may be added, and four existing agencies may merge into two.

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	education.	
14.	To enable local government, cooperatives, and other grassroots organizations to work together in an integrated manner, it is recommended that the NGO Affairs Bureau be transferred from the Chief Adviser's Office to the Local Government Division. (Chapter Fourteen)	Since NGOs are people's organizations, their management should fall under the Local Government and Public Institutions Division.
15.	To make the cooperative movement more dynamic, a policy decision can be taken to merge the Cooperative Department and BRDB into a single organization. (Chapter Fourteen)	<ul style="list-style-type: none"> • This will reduce government expenses, enhance efficiency in activities of cooperative. • Unhealthy competition between the two departments will be reduced.
16.	The two engineering departments under the Local Government Division, namely the Department of Public Health Engineering and the Local Government Engineering Department, may be merged. In this case, a new cadre called "Public Engineering Services" could be created by combining Local Government Engineering Department and the Department of Public Health Engineering. (Chapter Fourteen)	<ul style="list-style-type: none"> • Engineering services will become more specific and measurable, extending deeper into rural areas. • No permanent structures may be built at the union level without approved designs and plans.
17.	A policy decision may be taken regarding the newly established Rural Development Academies in districts like Gopalganj, Jamalpur, Rangpur, Sylhet, etc., and consideration could be given to their alternative utilization. (Chapter Fourteen)	This will reduce unnecessary expenses and administrative burdens, as these institutions may become long-term financial liabilities.
18.	NILG requires extensive restructuring. To develop it into a genuine local government research and training institution, models like BARD, Comilla, and RDA, Bogura, may be followed. (Chapter Fourteen)	From an academic perspective, NILG does not appear to be an effective training and research institution. It can be transformed into a functional academic body.
19.	It is recommended to establish a full-fledged scheduled bank for the cooperative sector, funded by cooperators. The existing Rural Savings Bank and National Cooperative Bank under the Rural Development Division may be merged into this new bank after settling liabilities.	Establishing a cooperative bank would not require government subsidies. Mobilizing cooperators, NGOs, and others would suffice. By legally consolidating the capital of the Rural Savings Bank, National Cooperative Bank, BRDB's funds, and cooperative societies' capital, a new cooperative bank—similar to Rabobank (Netherlands) or Banco Raiffeisen (Switzerland)—could be formed under a new legal framework. This bank must be managed by professional bankers.
20.	NGOs involved in microfinance may become stakeholders in this bank.	
21.	A well-functioning cooperative society in each union may be prepared to serve as an agent bank for this institution.	
22.	Article 13 of the Constitution recognizes cooperatives as the second sector of ownership. While public and private sectors have banks, the cooperative sector lacks a full-fledged bank. Currently, cooperatives have no access to financing, as neither government nor private banks lend to them.	

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National Physical Planning		
23.	It is recommended to issue the National Physical Infrastructure Planning and National Land Use Ordinance Act, 2025. A draft of this act has been prepared and attached. (Refer to Chapter Sixteen and the second volume of the draft act).	There is no latest and universally applicable law for land use in the country. As a result, valuable and scarce land is being used freely. Specific regulations for certain land uses are necessary. Otherwise, arable land, forests, wetlands, hills, haors, and baors will disappear within 10/20 years. On the other hand, unplanned construction in villages and cities must be controlled, and planned construction should be ensured to protect water flow, the environment, etc.
24.	Formation and activation the National Physical Planning Council as per the proposed ordinance.	
25.	Establish a Physical Planning Unit in the Public Engineering Department and similar units at the district level.	
26.	Hold a meeting of the National Physical Planning Council to form committees at various levels in accordance with the National Physical Planning and Land Ordinance-2025.	
Rural Dispute Resolution and Upazila Courts		
27.	It is recommended to establish full-fledged civil and criminal courts at the upazila level and to set up ADR (Alternative Dispute Resolution) courts by appointing a Senior Assistant Judge. (Refer to Chapter Ten).	The absence of courts below the district level limits public access to justice. As a result, case backlogs in both higher and lower courts have become unbearable.
28.	The mediation system should be placed under the supervision of ADR officers. If mediation or compromise fails, the ADR officer will hear the appeal. The ADR officer will take measures to oversee and enhance the capacity of the mediation system. Until full-fledged courts are established at the upazila level, the village court system will remain in place. (Refer to Chapter Ten).	<ul style="list-style-type: none"> • The rural mediation system will become more dynamic. • Linking with ADR offices will strengthen the mediation system. • The skills and accountability of rural mediators will improve.
Other Services Through Local Government		
29.	To effectively involve Union Parishads and Upazila Parishads in healthcare services, the Commission recommends fully staffing the Upazila Health Complexes and Union Health and Family Welfare Centers. These institutions, along with their staff and resources, should be transferred to the Upazila Parishads and Union Parishads, respectively. (Refer to Chapter Four).	The mismanagement of Upazila Health Complexes and Union Health Centers is unfortunate for the entire nation. Simply enforcing existing administrative rules can resolve this issue. Each Union should have a Union Health Center with one female doctor and a total of three doctors. Union-level health centers can also be operated through public-private partnerships (PPP) if the government desires.
30.	It is generally observed that a significant number of doctors at Upazila Health Complexes draw salaries from their respective upazilas but are posted elsewhere. Similarly, many positions at Union Health and Family	<ul style="list-style-type: none"> • Doctors posted elsewhere should be recalled to their original workplaces. • Budget allocations should be made in the current fiscal year for repairing and maintaining dilapidated centers.

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	Welfare Centers remain vacant, and the infrastructure is dilapidated. The Health and Family Welfare Division is recommended to address these vacancies and improve physical infrastructure by the fiscal year 2025-2026. (Refer to Chapter Four).	<ul style="list-style-type: none"> A policy should be adopted to integrate community clinics with Union Health and Family Welfare Centers.
31.	Out of approximately 14,000 community clinics, most are nearly non-functional. Therefore, in the future, community clinics may be closed, and all staff, services, and supplies transferred to Union Health and Family Welfare Centers. (Refer to Chapter Four).	
32.	An effective relationship between Union Health and Family Welfare Centers and Union Parishads is necessary. Policies are needed to utilize voluntary services and assistance from NGOs, philanthropists, and organizations. (Refer to Chapter Four).	This measure could make health centers operational without government expenditure, though the government must provide essential staff.
33.	It is estimated that around 40% of government primary schools lack headteachers. Additionally, there are no positions for assistant headteachers in primary schools. The Primary Education Ministry is urged to address this issue. Union Parishads and Upazila Parishads may be granted oversight rights over primary education. (Refer to Chapter Four).	This will revitalize primary schools.
34.	A permanent arrangement should be made to link the Union Parishad's Education Standing Committee with the Upazila Assistant Primary Education Officer. (Refer to Chapter Four).	This will strengthen the Union Parishad's education-related activities. School Management Committees will become functional.
Local Government Financing		
35.	The budget allocation for local government institutions should be doubled in the fiscal year 2025-26. This matter should be considered urgently. In the current fiscal year, at least 1% of GDP should be allocated to local government expenditures from the national budget. (Refer to Chapter Eight).	The practice of allocating funds based on lobbying and different sources must be abolished.
36.	All local government institutions should prepare budgets following a unified budget structure based on budget codes. A draft model budget structure is included in the Commission's report. (Refer to Chapter Eight).	This will bring discipline to the budgets of all local government institutions.
37.	The Commission recommends that all social safety net programs implemented within the geographical areas of local governments should have their decision-making authority vested in the local government councils.	Currently, decisions at the upazila level are made by government officials. Chairmen sometimes coordinate with government officials and MPs.
38.	The membership of MPs or their representatives in all committees implementing social safety net programs should be revoked.	If this practice continues, both corruption and politicization will persist.
39.	The authority to collect taxes should be vested solely in Union Parishads, Pourashavas, and	Currently, Upazila Parishads and Zila Parishads also collect taxes. Since all

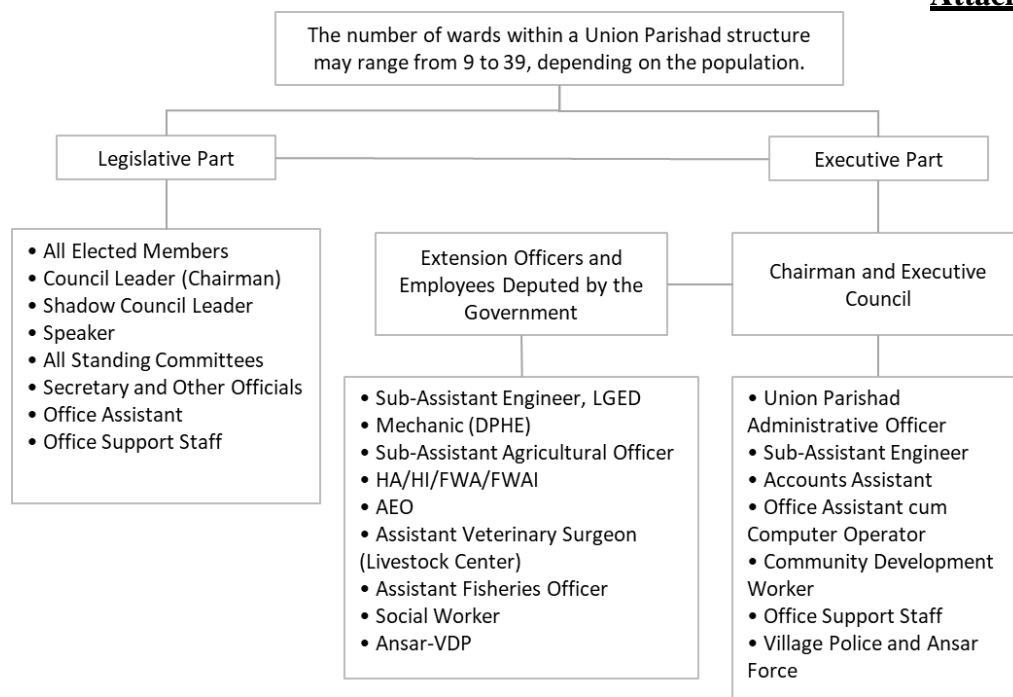
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	City Corporations. Upazila Parishads and Zila Parishads may collect various fees and service charges but should not have tax-collecting authority. (Chapter Eight).	Upazila and Zila Parishads are located within some Union Parishad, Pourashavas, or City Corporation, dual taxation must be avoided.
40.	The model tax schedule should be updated. A draft updated model tax schedule has already been prepared. (Refer to Chapter Eight).	Over the past decade, economic development has occurred, and price indices in both rural and urban areas have risen significantly. However, tax, fee, and charge rates have remained unchanged, resulting in lower revenue generation from internal sources compared to potential.
41.	In the medium term, the BMDF (Bangladesh Municipal Development Fund) should be reformed and transformed into the Local Government Trust Fund (LGTF). This fund will accept donations from municipalities, other local government bodies, NGOs, and development partners. All local government institutions will be able to use the fund as per regulations. (Chapter Eight).	The BMDF fund should be made accessible to all local government institutions, including Union Parishads, Upazila Parishads, Zila Parishads, and Parishads in the hilly region, so they can finance development projects. Each local government institution must mandatorily deposit a specified portion of its revenue/surplus into this trust fund.
42.	Union Parishads, Pourashavas, and City Corporations should take initiatives to impose environmental taxes and tourism taxes. Private/individual initiatives for groundwater extraction must pay taxes to local governments. A technical committee should be formed to determine tax rates. (Chapter Eight).	Environmental taxes will reduce fossil fuel usage. Revenue from these taxes can fund projects to address environmental and climate change risks. Tourism tax revenue will enable local governments to develop tourism facilities and infrastructure, preserve natural resources, and protect archaeological and historical sites, thereby increasing tourism-related business and employment. Private groundwater extraction for commercial or personal use harms groundwater levels and violates Bangladesh's water usage policies.
43.	To increase revenue from local resources like markets, potential lease incomes should be assessed, and all markets should be properly registered. (Chapter Eight).	Approximately 9,350 markets are operational but unregistered. Professional assessments are not conducted to determine lease values, hindering market development. As a result, neither leases are granted nor revenue collected, depriving local and central governments of income.
44.	A scientific financing index should be developed to allocate funds to different tiers of local government. (Chapter Eight).	Currently, there is no specific scientific method for allocating funds from the central government to local governments. Projects are funded based on political considerations for City Corporations. In upazilas, ADP allocations consider area and population. This ad hoc and unscientific method creates vast disparities in financial capacity and development among local government institutions at the same level.
45.	One-third of nationally collected VAT should be allocated to local government institutions. In	This will not cause issues even if the central government allocates less for local

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	the long term, one-fourth of the central government's total revenue should be transferred to local governments. (Refer to Chapter Eight).	development work. Local infrastructure construction will be funded from local allocations.
Monitoring And Evaluation Directorate		
46.	A separate directorate should be established to audit the financial, performance, and compliance aspects of each local government's plans and budgets. The Monitoring and Evaluation Wing of the Local Government Division should be upgraded to a department named the "Local Government Department." (Chapter Fifteen).	Without proper audits, the quality of projects cannot be ensured, and opportunities for corruption and wastage arise. It also becomes impossible to determine whether projects were necessary, met social and environmental standards, or benefited local communities.
Local Government in the Three Hill Districts		
47.	All functions, staff, and budgets of the 30 government offices in the three hill districts should be fully transferred to the three Zila Parishads. In the next fiscal year (2025-2026), whether the budgets allocated for these offices have been transferred to the respective Zila Parishads should be discussed in the National Parliament. (Chapter Nine).	It is generally assumed that the 30 government offices in the three hill districts have been fully transferred to the Zila Parishads. However, in practice, control over staff, annual confidential reports, and office budgets have not been transferred. As a result, the Parishads cannot formulate or implement their own plans.
48.	All Union Parishads, Upazila Parishads, and Municipalities in the three hill districts should be placed under the Ministry of Chittagong Hill Tracts Affairs, and their budgets should be transferred from the Local Government Division to the Ministry. (Chapter Nine).	While the Zila Parishads, Regional Councils, and Chittagong Hill Tracts Development Board operate under the Ministry of Chittagong Hill Tracts Affairs, local government institutions (Union Parishads, Upazila Parishads, and Municipalities) fall under the Local Government Ministry. This lack of coordination creates duplication and unsustainable development plans. Therefore, these local government institutions should be transferred to the Ministry of Chittagong Hill Tracts Affairs for better coordination.
49.	(a) Elections for the three Hill District Parishads should be held immediately (by 2025). (b) Amendments to the three Hill District Parishad Acts are necessary for holding elections. Proposed amendments to relevant sections have been prepared. (Refer to the second volume). (c) The elections can use the national voter list. The Parishad elections will follow the parliamentary system, with each ethnic group electing their own representatives. Amendments to the Hill District Parishad Acts are essential. A draft amendment has been prepared. (Chapter Nine).	The first and last elections under the Local Government Parishad Act were held in 1989. Since then, no elections have taken place. Interim councils composed of party-nominated individuals have managed the Parishads. Over three decades, these nominated councils have become hubs of corruption and undemocratic practices, losing public credibility. A Bangladesh Bureau of Statistics survey shows that 86% of people in the Chittagong Hill Tracts want Parishad elections. Therefore, elections must be held urgently.
50.	Inclusion of the three Circle Chiefs of the Hill Districts as permanent members of the Zila	Section 26 of the Hill District Parishad Act states that Circle Chiefs have the right to

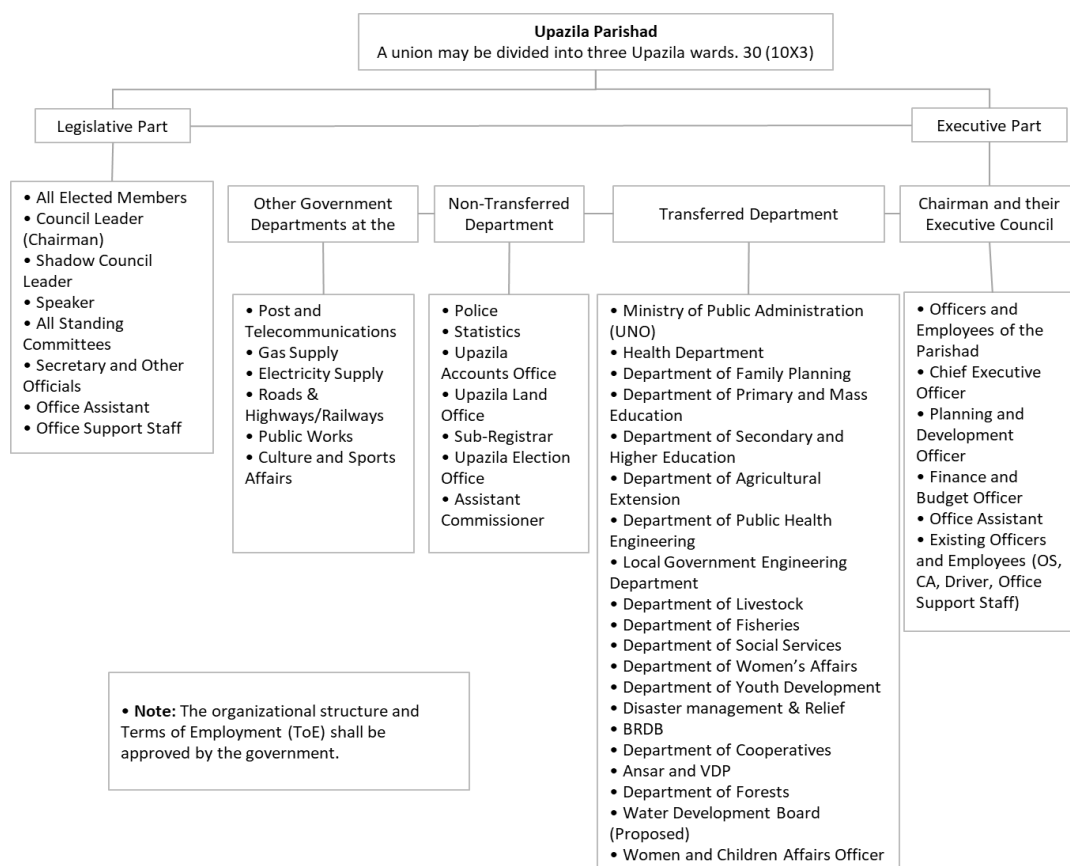
SL	Reform Topic	Comments
	Parishads will enhance their acceptability. (Chapter Nine).	attend Parishad meetings, but this is not mandatory. As traditional leaders, their role in local development planning is essential. The three Circle Chiefs should be included as permanent members of the Zila Parishads.
51.	The Market Fund institution should be abolished, and markets should be leased through open auctions. Lease income should be distributed as follows: 50% to Union Parishads, 50% to Municipalities in urban areas, 10% to Circle Chiefs' offices, and 40% to the government. Staff of the Market Fund will be absorbed into the Zila Parishads. (Chapter Nine).	The Market Fund operates under the Zila Parishads. While Parishads receive government revenue and development budgets, they also collect Market Fund revenue. Despite significant revenue from hill district markets, extortion and corruption lead to embezzlement.
52.	The income tax exemption for contractors and suppliers in the three hill districts should be revoked, and tax collection should be reinstated. (Chapter Nine).	This VAT exemption does not benefit poor hill or Bengali communities. Instead, middlemen profit from it.
Local Government Service		
53.	To create an integrated and equitable management system for local government staff, a "Local Government Service" framework should be established. (Refer to Chapter Thirteen and the draft act in the second volume).	Local government employees lack job security, and there is no unified service framework. Political considerations overshadow merit in appointments. This system must be reformed.
Local Government Commission		
54.	A permanent "Local Government Commission" should be established by issuing an ordinance and made operational within the next seventy days. A draft ordinance has been prepared by the Commission. (Refer to Chapter Twelve and the draft ordinance in the second volume).	<ol style="list-style-type: none"> 1. The Commission will serve as a think tank for formulating, amending, and revising local government laws and regulations. 2. It is necessary to ensure the continuous implementation of all recommendations of the Local Government Reform Commission. 3. The Local Government Commission will also act as an ombudsman for the local government system.
Metropolitan Local Government		
55.	<p>In the long term, a two-tier metropolitan government (City Government) should be created for Dhaka and Chittagong metropolitan areas.</p> <p>In the medium term, pilot projects for City Governments can be tested in other City Corporations.</p> <p>The City Government could have two tiers. For example, Dhaka could have 20/25 smaller City Councils, while the North and South City Corporations could merge into a larger City Corporation. (Refer to Chapter Six).</p>	<p>These two are administrative and commercial capitals. The current City Corporation structure and functions are inadequate for managing the administrative and commercial capitals. Significant changes are needed for these two metropolitan areas.</p> <p>The two Dhaka City Corporations could merge into a larger Dhaka Metropolitan Council, with twenty smaller City Councils across the city.</p> <p>Similarly, a Greater Chittagong Metropolitan Council and ten smaller City Councils could be established. Detailed</p>

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		work will be needed on their structure, functions, relationships with service providers, and financing.
Miscellaneous Matters		
56.	Special measures should be taken to rid the local government system of corruption. Corruption exists at three levels: (1) Mega project corruption, (2) Irregularities and corruption involving service seekers, and (3) Internal corruption among officials and staff of local government institutions. (Chapter Thirteen).	The entire local government system is plagued by irregularities, political violence, and corruption. From Union Parishads to City Corporations, every department and desk is affected. Monitoring, digitization, audits, and strict penalties for irregularities are essential.
57.	The government should declare a National Decentralization Policy applicable to all branches of governance—legislative, executive, and judicial—with utmost seriousness. (Chapters Three, Four, and Eighteen).	All ministries, departments, and directorates should reorganize their functions and structures in line with the National Decentralization Policy.
58.	It is recommended that all measures to promote socio-economic development, civic space, and individual, collective, and charitable initiatives be included in the decentralization policy.	Historically, 90% of schools, colleges, madrasas, mosques, roads, and bridges were established through community or charitable initiatives. Now, the government's aggressive role has reduced public initiatives. New strategies are needed.
59.	Bangladesh can propose to the United Nations the formation of a "UN Agency for Local Government Promotion" to globally advance local government development. Bangladesh can offer to host the agency's headquarters.	The UN lacks a dedicated agency for this critical issue. Bangladesh could host the headquarters.
60.	Bangladesh can propose to the UN to designate the last Saturday of January as "International Local Government Day" for annual observance.	Currently, 248 days are observed globally, with only six in January. This day could fit well in January.

Attachment



• **Note:** The organizational structure and Terms of Employment (ToE) shall be approved by the government.



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