JOINT PROGRAMME DOCUMENT

1. Cover Page

Country: Bangladesh

Programme Title: Union Parishad Governance Project (UPGP)

UNDAF Outcome: Government institutions at the national and sub-national levels are able to more effectively carry out their mandates, including delivery of public services, in a more accountable, transparent, and inclusive manner

Joint Programme Outcome: Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs

Programme Duration: 5 years **Anticipated start/end dates:** December, 2011 -November 2016 Management Arrangement: National Implementation Administrative Agent: **UNDP**	Total estimated budget*: **USD 18,391,108** * Total estimated budget includes both programme costs and indirect support costs Sources of funded budget: • Government BDT 800 lakh • **UNDP** USD 2,000,000 • **UNCDF** USD 1,500,000 • **European Union*** USD 9,305,556 • **DANIDA*** USD 5,585,552 * Contributions are provided in EUR and DKK respectively and are subject to exchange rate variations

UN organizations	**National Coordinating Authorities**
Country Director UNDP, Bangladesh Signature: Date: 15/12/2011 Executive Secretary UNCDF Signature: Date:	Economic Relations Division Ministry of Finance Signature: Date: 15/12/2011 Local Government Division Ministry of Local Government, Rural Development and Co-operatives Signature: Date: 15.12.11

2. Executive Summary

The Union Parishad Governance Project (UPGP) is part of the overall programmatic framework for UNDP and UNCDF support to the Government of Bangladesh Local Governance reforms, supported by the European Union (EU), the Governments of Switzerland (SDC) and Denmark (Danida).

This UPGP document is complemented by the programmatic framework document itself and the partner project UZGP that provides support to the Upazila Parishads (UZP) level of local government as part of the wider Local Government Support Program. In this regard the UPGP and UZGP projects will have horizontal and vertical linkages throughout their implementation. In terms of project management there will be a shared implementation team(s) supporting both projects. Programmatically, both projects will share a common output covering policy and capacity development frameworks.

The base of (rural) local governance in Bangladesh is the Union Parishad (UP). These elected local government institutions are responsible for coordinating many aspects of local social and economic development in Bangladesh. For the last decade (based on a pilot UNDP and UNCDF project in the Sirajganj District) some UPs have been recipients of discretionary fiscal transfers, which they employ for development activities through an open process of citizen involvement. The UPGP will support around 10% of UPs and will use the comparative advantage of UNDP and UNCDF to adopt innovations to UP governance and local development functions that will demonstrate results in meeting development targets including the Millennium Development Goals. It is assumed that LGSP II may scale up the innovations of UPGP through pilot activities and systematic arrangements for evaluation and lesson learning that will enable successful innovations to be rapidly scaled up within the broader LGSP II.

The specific objective of UPGP is Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs. The project will be *piloting and evaluating innovations to improve the functional and institutional capacity and democratic accountability of Union Parishads and to increase citizen involvement in order to achieve effective, efficient and accountable delivery of pro-poor infrastructure and services*. This will include a significant gender mainstreaming effort, looking at local women leadership empowerment, participation and voice. UPGP is designed to produce three key Results, which are:

1. *Strengthened Democratic Accountability of the Union Parishads through Citizen Engagement.* This will be achieved through support to the UP chairs, and members to perform their functions and through increased citizen engagement including in Standing Committees and Ward Shavas;

2. *Innovations in Pro-Poor and MDG-Oriented Planning and Financing of Service Delivery by Union Parishads.* These will be founded on further improvements to the system of performance-based grants providing an incentive for improved governance. The two principal activity areas will be Enhancing Planning and Financial Management and Strengthening Own Source Revenue Mobilisation.

3. *Strengthened national capacity for effective policy review, monitoring, lesson learning and capacity development of LGIs for improved Local Governance.* Two key institutions will be supported: a Policy Advisory Group which will develop a national framework for policy and capacity development for local governance, and the Monitoring, Investigation and Evaluation Wing of the Local Government Division, which will systematically collect the data required to evaluate the quality of local governance. Together, these institutions will provide the capacity for policy development based on the outcomes of the piloting activities. This result will be mainly embedded in of the sister UZGP project with some activities operationally located within UPGP. This output is common to the UPGP project and its partner project Upazila Governance Project (UZGP)

UPGP will run for five years from 2011 to 2016 (covering 4 fiscal year rounds), which is the proposed time frame for the LGSP II project. UNDP and UNCDF will continue discussions with the Government of Bangladesh and World Bank to ensure the optimal arrangements for integration of UPGP within LGSP II as the programme design evolves. However, if full integration is not possible, there will be efforts to avoid duplication by LGSPII in the UPs where UPGP will work. UPGP will deliver performance grant in a coordinated manner with LGSPII's block grants.

This project document should be read in conjunction with the Upazila Support Project (UZGP) materials. These two projects make up a unified local government intervention described in the Programmatic Framework Document.

3. Situation Analysis

Rural areas of Bangladesh have four levels of local administration which, under the Constitution, is each to have an elected local government. The lowest level, the Union Parishad, has a long history of local democracy. There are 4502 UPs in Bangladesh with an average size of 33.3 sq km and an average population of 28,000 divided into nine wards composed of 15 to 18 villages. The Union Parishad (UP) is a rural elected government with 13 elected members; one from each of nine wards and three women members (from reserved seats − one from each of the three larger wards) along with a directly elected chairperson. More recently, elected government has been re-established at the Upazila Parishad level. Divisions and Districts do not have functioning representative structures at present. See Table 1 of Annex 1 for more on the structure of local government in rural Bangladesh.

Poverty and anthropological studies suggest that access to public services by poor and marginalized groups is limited by their political powerlessness and "local democracy (at the UP level) resembles a power-sharing arrangement between informal elites and elected leaders".[i] This rural power structure exercises control over many of the key assets and resources in the community including deep tube wells, schools, mosques, temples and *madrassahs* (religious schools). The most powerful families in the UP tend to dominate[ii] while socio-economic profiling on poverty in rural Bangladesh has shown that approximately 32% of all households within a UP could be categorized as vulnerable.[iii] Nevertheless interventions linking citizen voice to local government structure have shown this nexus can be challenged to increase the voice of less powerful groups.[iv] Recent interventions like LGSP-LIC have also demonstrated that in some UPs a new female leadership has emerged challenging stereotypes and representing ethnic households from less wealthy and hitherto marginalized backgrounds.

Since it's election late 2008, the Government has been expressing strong commitment to local government and further decentralization. It has called for Districts to become hubs for programme implementation in health and education, Upazilas to behave as growth centers and UPs to develop into rural townships. One of the most important initiatives of recent years was the promulgation of the new Union Parishad Act 2009 in line with the Constitutional provision on decentralisation. The Union Parishad Act 2009 establishes a number of innovations such as a community structure known as a Ward Shava below the UP level. The Ward Shava is based on mass-participation meetings and does not have a formal, legally defined representative structure (see Table 2 of Annex 1 for more details).

The National Rural Development Policy, stresses the need to develop the role of local government to deliver services whilst facilitating the expansion of economic and social opportunities:[v] The NRDP calls for *"a strong and accountable system of local government, especially Union Parishads, which need to be empowered with additional resources, authority and training".* It goes on to state that *"Union Parishads also need to be made accountable to the people through a system of regular village meetings as well as mandatory public display of information regarding government expenditure at all levels" (GoB, 2000: page 5).*

The Second Poverty Reduction Strategy (PRS) underlines the multidimensional nature of poverty and the role of LGIs in addressing poverty reduction. The PRS recognizes the importance of LGIs in promoting good governance for **"***Improving the quality and predictability of public service delivery, expanding citizens' participation and promoting open hearings to ensure that local government is responsive to citizens' needs*"**.** The PRSP specifically notes the importance of LG as an active partner in local development.[vi]

On the Millennium Development Goal (MDG) front, Bangladesh is growing fast but its growth is unevenly spread, and many are not benefiting sufficiently from this process. Whilst some MDG targets are on track, others are not and there are significant regional and spatial differences and local specificities in meeting them. In common with many other countries including its neighbors in South Asia, Bangladesh has also seen rising inequality levels threatening prospects for inclusive and equitable growth.

These increasing disparities raise questions for Bangladesh on how to reinvest the proceeds of growth in equitable development efforts. Existing scholarship on the issue suggests that those at greatest risk from growing inequality levels are rural communities.[vii] To help developing countries face the growing threat of unequal growth as they progress towards graduation from LDC status, continued support from the international community is necessary to help formulate policy solutions that engage local communities in development efforts and expand access to the benefits of national and regional growth. Local governments have key roles in this process, using their informational advantage to identify priority local needs and managing responses in partnership with local and poor communities. For local governments to meet the MDG challenge they need strengthened mandates with democratic accountability, improved administrative capacity and expanded access to fiscal resources.

Despite the generally favorable national policy environment, expressed commitment from major stakeholders and improvements seen through recent interventions, the local context poses several challenges for improved local government. These include:

- A lack of adequate fiscal resources, low rates of LG own source revenues, including taxes and a degree of interference from MPs with regard to use of funds.
- A low level of staff resources with only one full time post for all administrative and financial duties (though, as mentioned above, a new post is now to be created);
- A lack of integration of local plans - planning and budgeting is all too often piecemeal and there is little holistic, strategic and targeted application of UP resources towards development challenges. Nor are there sufficient linkages with the Upazila Parishads and the local office of line agencies represented there.

4. Strategies, including lessons learned and the proposed joint programme

Programme Background

The Union Parishad Governance Project (UPGP) proposed here responds to the request of the Government of Bangladesh for further support within the Programmatic Framework for Support to Local Governance 2011-2015 requested by the Government, UNDP, UNCDF, EU, Swiss Development Cooperation and Danida[viii].The UPGP will also create a transmission belt for exchange of 'good practices' among all other LG projects including LGSP—2.

The intervention strategy falls within the frames of the following United Nations Development Assistance Framework (UNDAF) outcome 1: "Government institutions at the national and sub-national levels are able to more effectively carry out their mandates, including delivery of public services, in a more accountable, transparent, and inclusive manner". For this purpose, the proposed

intervention brings together UNDP's recognized core mandate for Capacity Development with UNCDF's specialized expertise in local governance and capital investment for fiscal decentralization. In addition, the 2009 Millennium Development Goals Progress Report for Bangladesh promotes the need for progressive approaches to local government to change the nature of the relationship between citizens and the state.

The UPGP will basically focus on governance improvement of UPs so that it can emerge as an efficient institution that can effectively contribute in deepening further local democracy, Energise local economy and deliver required social services. The capacity building efforts of the overall programme will lead to create an enabling environment through which UPs and UZPs may be transformed into effiently governed institutions.

The Government of Bangladesh and donor partners have supported several programmes aimed at developing the capacity of local government through agencies such as the National Institute of Local Government (NILG) as well as supporting line departments such as Local Government Engineering Department (LGED) at district and Upazila level. Most of these initiatives entailed supply-led capacity development or infrastructure provision. The Sirajganj Local Government Development Fund Project (SLGDFP), supported by UNDP and UNCDF from 2000-2005, introduced the key innovation of providing discretionary block grants direct to Union Parishads as an alternative source of funding to the (non discretionary) Annual Development Plan (ADP) budget lines. This project was highly successful in demonstrating the effectiveness and value for money of direct block grant funding combined with improved systems of planning, scheme implementation and monitoring. An Impact Study of SLGDP (2003) found significant benefits in terms of the cost, value and durability of assets created through direct performance-based block grant funding to UPs.[ix]

The Local Government Support Program (LGSP) began in 2006 with support from World Bank. Under LGSP the discretionary block grants were up scaled and replicated to 4,441 out of 4,502 UPs over a period of 4 years. Within the LGSP, the Learning and Innovation Component (LGSP-LIC) operates in 388 UPs in 6 Districts (Sirajganj, Habiganj, Norsingdi, Feni, Barguna and Satkhira). The specific purpose of LGSP-LIC was to pilot innovations, demonstrate success and support learning to feed into the wider program.

The proposed joint project

The UPGP is a joint project of UNDP and UNCDF.

The Government of Bangladesh is committed to extending the Union Parishad grant system to all UPs by 2012. Development partner support has been requested to further this objective, including further financing from the World Bank/International Development Association and additional technical support from United Nations agencies UNDP and UNCDF[x]. Some of the important focus areas of the project are promoting good local governance and establishing transparency and accountability leading to gaining of more trust of the constituents by the local governments. The LGSP (phase 1 and 2) contributes towards establishing fiscal decentralization at UP level. Democratic governance is an issue without which the fiscal decentralization may become a mere technical support. To derive and harness full benefit of fiscal decentralization practice of democracy and establishing democratic accountability is considered to be an important pre-condition. The UP is not the only LG unit that can discharge its services without having relationship with other LGIs as well as administrative units at Union and Upazila levels. As it has to maintain a reasonable working relation with Upazila Parishad and Upazila level administration, UPGP will addresses the pertinent governance issues of inter LGI cooperation and coordination of planning under which all aspects of development and services could be integrated. The practice of democracy and deepening democracy at the base level is also another crucial issue need to be addressed with definite interventions.

The process of designing this support is ongoing and the extent of inter-agency agreements between WB/IDA and the UN agencies is being developed. However the proposed UPGP is designed firmly within the context of a larger programmatic framework and for which the ground reality emerged after the establishment of Upazila Parishad. This document outlines the scope of the technical support to be provided by the UN agencies in the context of improving local governance with the relevant LGIs as well the agencies supporting the LGIs.

LGSP-II and UPGP: The development partners in LGSP-I, including World Bank and the UN agencies, are in the early stages of formulating their response to the Government request for continued support to block grant funding at UP level after completion of LGSP-I in 2011. The term "LGSP-II" is used here to refer to the LGSP successor initiatives collectively, without prejudice as to the final details of support developed by each partner or the nature of inter-agency agreements that may emerge respecting cooperation between World Bank and UNDP/UNCDF. The UPGP is going to address local government issues beyond fiscal areas. It will complement all other UP projects including LGSP-II by generating important governance and democracy advocacy activities. The UPGP will maintain through its Project Board mechanism the flexibility to review its course of implementation anytime mid-way and launch additional innovations that may have replication perspectives through the general LGI platform.

Design principles: complementarity, scalability and simplicity with quality

Complementarity: This principle addresses on the one hand the programmatic aspect of the UPGP and relates to its adherence to Paris Declaration principles. The initiative is embedded in the LGSP II programme logic and will complement the GoB and anticipated WB/IDA loan funds. The second aspect of complementarity relates to the relationship between the Union Parishad on the one hand and the Upazila officials and Upazila Parishad on the other.

Scalability: This principle means that the focus of UPGP will be explicitly on ensuring that its activities can easily be taken to scale. Therefore work on improving democratic accountability and effectiveness for local development will not be implemented on a "project" basis with its associated high overheads and limited replicability. Instead, considerations on how activities and systems will be mainstreamed have been a key design principle from the outset.

Simplicity with quality: This principle is related to providing simple solutions that leverage local capacity and resources. Priority will be given to the institutionalization of these solutions (and their financing) within the UP governance structure and macro fiscal envelope. The introduction of multi-year budgeting will facilitate this as will the holistic approach that addresses all the resources available to the UP and not just the LGSP II grants.

A more elaborate description of the three design principles can be found in Annex 2. In addition, an elaborate **gender mainstreaming and women empowerment** strategy can be found in Annex 3.

Lessons learned: The UPGP will build on the LGSP-LIC successful experiences in innovating in participatory planning and management processes in each of the 6 districts as well as demonstrating lessons for the wider programme, such as the importance of sustainable facilitation in supporting activities at UP level, importance of increasing resources available for local service delivery and the high level of UP absorption capacity.[xi] Achievements identified in an evaluation of LGSP included:[xii]

- Predictable and additional funding combined with innovative methods has substantially enhanced the quality, coverage and content of planning and financial management;
- Ward Development Committees have demonstrated the value of citizen engagement at this level;

- A Women's Development Forum has strengthened women's voice in UP affairs and experiments gender budgeting has brought women's priorities to the fore.

Geographical coverage

The program will cover 7 Districts representing one in each of the 7 Divisions in order to pilot equity initiatives in a priority pro-poor setting measured in terms of a) being the most off-track on the MDG targets and b) to which UZP managed local public service delivery contributes significantly.[i]

The **7 Districts** which have been selected on the basis of some criteria such as are as follows;

	Division	Selected District
01.	Dhaka	Kishoreganj
02.	Chittagong	Brahmanbaria
03.	Sylhet	Sunamganj
04.	Rajshahi	Sirajganj
05.	Khulna	Khulna
06.	Barisal	Barguna
07.	Rangpur	Rangpur

The UPGP will be operational in the same districts as its partner UZGP intervention (covering all UPs with its Block Grant) to facilitate synergies with the improved planning, financial management and revenue mobilization to be explored at UP level, including co-financing and coordination of UP and UZP activities. All the UPs in selected 7 districts will be assessed for their performance on the basis of identified criteria. A Control Group of 40-60 UPs will be established outside project Districts for regular monitoring in view of assessing the project's progress and measure its impact. It is estimated that 400 UPs will be covered with performance-based grants in 7 Districts by the UPGP.

For the UZGP a formula will be developed with the Government to select the targeted UZP – this will take into account poverty criteria, geographical criteria, the need to work in UZP where the demonstration effect can be largest and finally the advantages of working in UZP that have benefited from the localizing the MDGs program, the LGSP LIC program. 14 UZPs will be targeted with the fiscal grant facility of the UZGP (following a phased approach).

The program will work with the LGD offices of Director, LG and Deputy Director, LG of the Divisional/District Commissioners' offices. Additionally, much of the program funded training, including aspects of the peer-to-peer horizontal learning, will be delivered to all, or a significantly larger group of UZPs and UPs than those targeted directly for fiscal support by the program. Evidence from the existing peer-to-peer learning initiatives by WSP with UPs suggests that once good practices are identified, non-participating UPs are quick to learn and adopt such practices leading to a wider take-up and embedding of good practice across a broad geographical area.

UNDP and UNCDF Comparative advantage and Roles

The UN system with its commitment to the Millennium Development Goals and to Aid Effectiveness (Paris Declaration and Accra Agreement) has been responding to the needs of Bangladesh for the past 30 years. In this context, UNDP and UNCDF brought together their comparative advantages that create an added-value based partnership to pioneering ways to address local governance issues in Bangladesh.

The proposed intervention brings together a recognised core mandate for Capacity Development with a specialized expertise in local governance and investment capital for fiscal decentralization. UNDP counts with a full blown multi-sector approach with a particular strength in Governance and Poverty Reduction. A consolidated country presence allows for a solid delivery arm within the NEX (National Implementation Modality) agreed with the GoB for enhanced levels of ownership and accountability. The comparative strength of UNDP builds on:

- A strong donor coordination role in countries where local governance attracts considerable attention from the international community
- A strong and dynamic community of practitioners
- Activities in more than 90 countries with considerable potential for south-south learning co-operation
- Flexibility I its support, with focus on local needs
- Close co-operation with UNCDF in working with the more than 20 least-developed countries (LDCs), presenting a strong foundation for linking poverty reduction with democratic governance and natural resource management.
- UNDP's assigned global role is also on MDG acceleration, which includes framing of MDG based planning processes that are recognised as a strength.

UNCDF´s Local Development practice area, which has 15 years' experience of supporting local government finance in Asian LDCs, will be put to the service of improved access to social services, governance and pro-poor economic infrastructure by providing an added-value generating combination of capital, technical assistance and advocacy directly to local authorities. UNCDF's brings added value with its expertise on fiscal transfers to local governments.

The method of implementation will also support donor harmonization in particular to technical assistance and capacity development as the intervention will be a partnership of key donors involved in local governance in Bangladesh (DANIDA, SDC, UNDP, UNCDF and EU) and which are directly linked to the GoB's national LGSP programme supported by a World Bank loan.

UNDP and UNCDF roles within the project:

UNDP will take the lead in supporting the Government for the implementation of activities related to the promotion of democracy, the development of a framework for Local Government Policy and Capacity Development, women empowerment, local planning and were technical areas overlap with the areas of expertise of UNCDFDP, UNCDFDP will provide technical support as required.

UNCDF, given its specific capital investment mandate, will ensure the delivery to Government of performance based grant transfers for Local Government Institutions (UPs). UNCDF will also take lead and responsibility on fiscal decentralization aspects related to performance based grant systems, UP budgeting, UP own revenue mobilization, public financial management, local investment programming, local procurement and policy promotion related to these areas. Where technical areas overlap with the areas of expertise of UNDP, UNDP will provide technical support as required.

More details on the allocations for each agency in Annex 6 (6a, 6b, 6c and 6d)

Coordination with other interventions and partnerships

The project will be implemented under the leadership of the Local Government Division of the Ministry of Local Government, Cooperatives and Rural Development. The project will be part of the

programme of support to sub national government jointly provided by UNDP and UNCDF. The EU will join the partnership under its National Indicative Programme with a EUR 14 million total indicative contribution covering both project interventions. DANIDA has been supporting the LGSP-LIC project and will continue its support with an indicative 5 million USD to the UPGP. SDC has supported UNDP's preparatory assistance to UZPs in 2010 and will extend its support over the proposed follow up intervention with an indicative CHF 1 million per year to the UZGP.

The intervention will build on best practices and achievements of UN led related interventions such as (i) the LGSP-LIC (UNDP/UNCDF, EU, Danida) Union Parishad level project focusing on performance-based financing and participatory and accountable processes, (ii) the Urban Partnerships for Poverty Reduction (UNDP/UNHABITAT, DFID) with regards to links with Pourashavas and city corporations, (iii) the Localization of MDG initiative (UNDP) looking at promoting a more MDG focused local development (iv) CHTDF, CDMP (Disaster Management) and climate change projects of UNDP. In addition, a number of EU funded interventions having links with local governance, UPs and UZPs will be looked into for synergies. SDC's ongoing support to the UPs through the Sharique project and the support to developing a capacity building framework through the NILG, BARD and RDA as well as support for media development will be built on. Danida's sector support programmes will also be looked into for close coordination. Other partners like the WB (MSP Municipal Support Project, BMDF Bangladesh Municipal Development Fund), the ADB (UGIIP2 Urban Governance and Infrastructure Improvement Project), USAID supported upcoming local governance project and GTZ programmes active in the urban governance and infrastructure areas will be considered for relevant linkages. Active participation in the LCG mechanisms through the Local Governance Working Group will be ensured.

Vertical Linkage: UP Chairs and one third of UP women members are members of UZP.They will have the opportunity to chair the Standing committes of UZP and obviously contribute as member in the Upazila Parishad and in the various standing committees. The vertical linkages between UP and UZP need effectively be made mutually beneficial. The UPGP and UZGP both will initiate planning at their respective levels. The two projects will attempt to initiate few joint schemes towards poverty alleviation and pool their resources to implement the joint schemes. The UPGP and UZGP will also create relationships with the standing committee levels as well as in implementing sectoral programmes like health, education, micro-infrastructure, agriculture, livestock, fisheries, sports and culture etc.

Transmission belt: The positive results achieved and best practices generated from the UNDP-UNCDF supported UPs and UZPs will be transmitted or mainstream into Government systems and mechanisms through the legal framework and national training and capacity building initiatives. The best practices will be replicated to UPs and UZPs all over the country. The divisional team of UZP and District teams of UPGP and LGSP-2 will be involved in replicating the best practices in other UPs and UZPs. Project's progress, challenges and way-outs will be shared with other development partners through the LCG mechanism. A dissemination event will be organized every year to share management and output experience with all relevant stakeholders.

Risk Management

The majority of the risks are considered low since the proposed UP support project is essentially building on an existing base that already has a high degree of acceptability in government at all levels from LGD to UP. Many aspects related to the proposed project have already been tried and tested and are therefore likely to face low resistance. The only risk which may be considered moderate in nature is the degree of convergence that may be achieved with the proposed Upazila Governance project and the LGSP-II, although this will be mitigated by a joint cooperation framework being discussed with LGD and donor partners.

In absence of delineation of roles and responsibilities among various actors like functionaries of Union Parishad, UZP, government officials, political actors, etc. may create completion of power and influence, which may impede project's ultimate results. This can be mitigated through orientation and dialogue with the respective parties along with the establishment of coordination mechanisms and new grants under the UZGP to promote strengthening of the coordination.

There is a risk that the duplication of activities through various donor projects may lead to insufficient development partner harmonization. Updating LCG members on the activities and progress of different initiatives along with proposals for improved coordination will help to offset this risk.

There is a low risk that external parties may have greater expectation from the programme as a whole than can be delivered with the available resources. This risk can be addressed through careful setting of expectations through regular mutual dialogue at various levels.

Others risks may include unforeseen delays in funding, hiring of staff, frequent transfer of government staff, delay in procurement etc which will have an impact on overall progress. This risk can be best mitigated through good programme and financial management along with very close coordination with LGD and other donors.

Sustainability of results

The project's aim will be to create a model for UPs' effective public service delivery in line with high accountability and citizen's participation standards. This model will be looked at by the **LGD for national replication**. The aim is to pave the way for an integrated development planning system that will link the UP plans with national priorities, thus making development activities delivered by UPs more sustainable and impactful. Processes and systems will be put in place, from public financial management to monitoring and backstopping mechanisms that will establish national systems. In addition, high levels of participation and citizen's engagement will ensure for some degree of self-sustainability as constituencies themselves will demand the continuation of those processes, like participatory planning, that it has seen to bring effective development. Particularly intensive work will be done in establishing a National framework for Capacity Building and Policy Development aiming at establishing a sustainable capacity within Government structure to ensure these functions for local governance strengthening. The support to the MIE wing of the LGD will ensure a sustainable enhancement of the capacity to exercise monitoring and backstopping functions within the ministry linking with the capacity building work of specialized departments.

5. Results Framework

UPGP is organised in four Outputs. Outputs 1 to 3 correspond to the project Results in the logical framework, which are as follows:

Output 1: Strengthened Democratic Accountability and transparency of the Union Parishad through citizen engagement

This Output is designed to improve the operation of governance structures and accountability systems and processes within Union Parishads in selected UPs. However, lessons learning from selected UPs will be replicated all over Bangladesh through advocacy. LGSP – LIC expended much effort to secure the establishment of Standing Committees and the holding of open budget sessions and display of information in UP offices. However, more work is required to strengthen the *quality* of these processes. Additionally the programme will demonstrate ways to make operational the UP Act and its provisions for the newly established Ward Shavas.

Output 1 focuses on the representative aspects of Union Parishad governance. The Output will aim to strengthen the formal structures, functions and systems of the UP including operation of Standing Committees and Ward Shavas as well as the informal processes of engagement within these structures and between representatives and constituents at Union and Ward level. The Output will address two *dimensions* of improving democratic accountability at UP level.

The first will be the functional dimension of UP affairs with a focus on ensuring that UP members fulfill statutory provisions and function more effectively with regard to their stipulated roles, responsibilities and obligations. The UP Act 2009 provides a detailed framework of powers, functions and responsibilities and UPGP will aim to build the capacity of UP Chairpersons and Ward Members to implement these new responsibilities, identifying and removing bottlenecks and ensuring that elected representatives are supported with the right skills and capacities. The second dimension is that of equitable and inclusive engagement between citizens and the UP and ultimately deepening the values of local democracy as well as ensuring pro-poor service delivery. Activities will include activation of the Ward Shavas, strengthening of the Standing Committees which provide a forum for citizens to represent specific interest groups in areas such as health, education and agriculture as well as the interests of women and poorer members of the community, and support to Women's Development Fora.

Output 2: Improved innovations in Pro-Poor and MDG-Oriented Planning, Financing and Implementation of Service Delivery by Union Parishads

Output 2 is designed to empower selected UPs in selected areas to exercise their mandate in planning and delivery of services that will contribute more effectively to the achievement of MDGs through strategic local development planning, equitable and improved financial management and local revenue mobilization. Special attention will be given to local development that promotes poverty reduction, ensures positive actions for equal opportunities for men and women and is informed of climate and environmental safeguards. Under this output, UPs will be assisted to prepare five year and annual development plans by involving all the stakeholders. While preparing the plan the UPs will also match their plans with relevant Upazila Parishad plan so that they can design joint project and pool resources. The Output will also encourage UPs to adopt innovative and accountable actions, including engagement with marginalized/vulnerable groups to address emerging challenges in areas such as climate change and social protection.

UPGP will apply a holistic approach to enable UPs to fulfill their statutory obligations to formulate a Five Year Rolling Plan as stipulated in the UP Act 2009. To this end the programme will support a simple but systematic planning process that will enable them to examine resources, identify demands and prioritize proposals with a strong pro-poor focus. UP grants (including their performance based top up) will contribute towards funding a part of the plan and UPs will utilize other existing sources to co-fund related activities. This approach links the plan and UP resources to the Upazila line agencies and resources. Synergies will be sought through co-financing with Upazila level resources (as promoted by the partner USP programme). It is recognized that the shift from annual participatory planning for micro-infrastructure to a rolling development plan will be a challenge for many UPs and the innovations will be phased accordingly.

The new performance-based grants will instead be based on a fiscal "topping up" of the existing GoB annual block grants (supported by the LGSP) to pilot promotion of performance improvements in specific core areas and provide additional funding to the well-performing UPs within the geographical coverage of the programme. The grant will focus on targeted areas of UP performance within cross-sectoral performance areas (as the UP grants are not sector specific) such as: development planning, accountability, project implementation capacity, own source revenues, poverty targeting/equity (e.g. the extent to which the development plan target the poor), gender and (perhaps) environment/climate change adaptation. (see Annex 5 for a detailed description)

Another important area will be enhancing UP own revenue mobilization. It is expected that the

democratic accountability generated through output 1 will closely contribute to an enabling environment for improved revenue collection by UPs. Studies have illustrated the connection between practice of democracy,citizen engagement and willingness to pay taxes.

Output 3: Strengthened technical capacity of Local Government Division for effective policy review, monitoring, lesson learning and capacity development of LGIs for improved Local Governance.

The two local governance projects– Union Governance Project and the Upazila Governance Project will jointly support the development of the policy framework and institutions supporting Local Governance. Output 3 is common to both projects but will be operationally located mostly under the UZGP project for operational facilitation. The project will also assist the government to prepare and operationalize manuals including those for planning, human resources and administration. This Output targets the capacity for policy development and national systems supporting local governance comprising both the LG training institutions, technical support and monitoring by the DLG, and DDLGs at divisional and district levels and relevant sectoral entities.This output will also attempts to create a continuous citizen state collaboration, including the engagement of civil society organizations (CSOs), experts, politicians and elected and non-elected officials of local government.

Output 4: Effective Project Management Arrangements

The aim of this output is to support effective project management that will facilitate the implementation of activities reflected in Outputs 1, 2 and 3. In support of this output, project management structures such as a Steering Committee (linking both the Union Parishad and Upazila Parishad projects) and an operational Project Board are going to be established. Different specialized units will be put in place with the Project management team, technical team, Monitoring team, field coordination team and admin/finance support team. Emphasis will be put on a strong technical team that will ensure a sound democracy, fiscal decentralization and citizen engagement support. The M&E team will also be crucial to ensure experiences and progress are captured and duly utilized. A Women empowerment Officer (shared from the UZGP project) will look into Gender-sensitive and pro-poor budgeting ensured in the relevant output. The senior technical advisers will look after the democracy and fiscal support system. This output will also ensure the physical premises with units in Dhaka and at Divisional and District level to support the project implementation. A number of staff under the UZGP project will be contributing part time to the UPGP.

For a detailed description of Outputs and Activities see Annex 4.

Table 1: Results Framework

UNDAF Outcome
Government institutions at the national and sub-national levels are able to more effectively carry out their mandates, including delivery of public services, in a more accountable, transparent, and inclusive manner

Joint Programme Outcome
Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs

Legal and Regulatory Framework in Place: By end of project, .. Secondary legislation instruments (Rules and regulations) required by UP Act 09 are operational.
Baseline: 0
Target: 12
Functional and Institutional Capacity Improved: By end of project, overall compliance with administrative requirements of UP Act 09 by project-supported UPs exceeds 80%
Baseline: First round of UP Performance Assessment
Increased citizen involvement: By end of the project, % of women/men (which also include Dalits and Indigenous People) who have attended at least one participatory planning meeting *Baseline: Baseline survey to be done*
Target: 50 increase from baseline.
Pro-poor infra and services: % of citizens who have responded that they are very satisfied with service delivery by their UP
Baseline: Baseline survey to be done
Target: To be determined.

JP Outputs **(Give corresponding indicators and baselines)**	Participating UN organization-specific Outputs	Participating UN organization[1]	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*					
						Y 1	Y 2	Y 3	Y 4	Y 5	Total

[1] In cases of joint programmes using pooled fund management modalities, the Managing Agent is responsible/accountable for achieving all shared joint programme outputs. However, those participating UN organizations that have specific direct interest in a given joint programme output, and may be associated with the Managing Agent during the implementation, for example in reviews and agreed technical inputs, will also be indicated in this column.

Output 1: Strengthened Democratic Accountability and transparency **of the Union Parishads through Citizen Engagement** • % of Ward Shavas that transact business according to UP Act 09 *Baseline value: Baseline survey (preliminary 0%)* *Target: 50%* *% of target UPs with at least 6 key standing committee producing at least 2 monitoring reports per year.* *Baseline value: Baseline survey to be done* *Target: 50%* • % of targeted UPs which have at least 1 woman representative participating in officially registered women Development Forum at the Upazila Level. *Baseline value: Baseline survey to be done* *Target: 50%*	***UNDP***	***UNDP UNCDF***		***LGD***	**1.1 Coaching and Support to UP Chairs, and members for roles and responsibilities defined by UP Act 2009**	510,500	492,000	549,000	282,750	0	***1,834250***
	UNDP	***UNDP UNCDF***		***LGD***	**1.2 Activating Ward Shavas for Inclusive Decision-Making** 1.2.1 Support the UP for Ward Shava formation process (based on UP Act 2009 and relevant rules and regulations) 1.2.2 Support the UP to conduct awareness raising of Ward Shavas' role, functions and citizen's engagement 1.2.3 Orientation and strengthening the capacity of Ward Shava members for effective meetings, conflict resolution, documentation, interface with elected UP representatives and citizens etc 1.2.4 Support Ward Shavas to conduct pro-poor planning at ward level **1.3 Strengthening Standing Committees for Effective Governance** 1.3.1 Support the UP for Standing Committee formation 1.3.2 Support the UP to conduct awareness raising of Standing Committees role, functions and citizen's engagement with the SC 1.3.3 Orientation and strengthening the capacity of Standing Committee members for effective meetings, conflict resolution, documentation, interface with elected UP representatives and citizens etc 1.3.4 Support to Standing Committees to develop pro-poor sectoral plans in consultation with Ward members and to negotiate with the Union Parishad for effective implementation						

					1.4 Up-Scaling Women's Development Forum 1.4.1 Support to formation, orientation and registration of Women's Development For a (WDF) 1.4.2 Promoting the participation of women at Ward Shava meetings and encouraging them to join standing committees 1.4.3 Strengthening of women's voice in planning for better health, education and other services 1.4.4 Supporting action to reduce violence against women 1.4.5 Monitoring efficient use of the gender UP budget						
					1.5 Building Citizenship and Promoting Downward Accountability 1.5.1 Identification of key rights and entitlements by writing RTI applications 1.5.2 Disclosure of Information on UP resources and use 1.5.3 Demonstration of best practice (peer to peer exchanges) 1.5.4 Training of WDF to educate women to apply for entitlements independently						
Output 2: Strengthened innovations in Pro-Poor and MDG-Oriented Planning, Financing and Implemention of Service Delivery by Union Parishads • By end of the project % of targeted UPs have completed comprehensive	***UNDP UNCDF***	***UNDP UNCDF***		***LGD***	**2.1 Enhanced Planning and Financial Management through Performance Based Grants system** 2.1.1 Support to management and implementation of the Enhanced Planning and UP performance grant system. 2.1.2 Support to the further development of the UP performance grant system	2,659,784	2,398784	2,541,764	2,338,784	377,884	***10,316,899***

development plans responding to local MDG assessments that will have also identified needs of the locally relevant most vulnerable groups. *Baseline value: 0%* *Target: 90%* • By end of the project, % of targeted UPs allocate % of block grant funds to projects explicitly identified as pro-poor (including those responding to vulnerable groups' needs) or MDG-responsive in plans *Baseline value: 0%* *Target: 70%* • By end of the project, % of target UPs comply with 90% of accounting and record keeping requirements. *Baseline value: First round of Performance Assessment* *Target: 90* • By end of the project, % of increase, on average, or revenue collection in target UPs *Baseline value: To be done* • *Target: 90%*					**2.2 Own revenue mobilization and improved local financial management** 2.2.1 Design pilot strategy for enhanced revenue mobilization by UPs (including option for 2-3 simultaneous pilots in different UP groups) 2.2.2 Orient and train UPs (including peer learning, exposure visits, sharing of good practices) and other LG levels for pilot activities on planning and revenue mobilization 2.2.3 Roll out pilot revenue mobilization enhancement activities 2.2.4 Conduct Own-Revenue Raising promotional activities (tax fair, rewarding top 10 taxpayers etc) including awareness raising and citizen oversight; 2.2.5 Roll out successful innovations to all target UPs by end of project						

Output 3: Strengthened technical capacity of Local Government Division for effective policy review, monitoring, lesson learning and capacity development of LGIs for enhanced Local Governance • **Number of drafted** legislative or regulatory instruments influenced by outcome of piloting activities by the end of the project. *Baseline: current set of legislative and regulatory instruments* *Target: 2* • **Existence of** a National Framework for Local Government Capacity Development by the end of the project. *Baseline: No draft framework exists* *Target: 1* • **Implementation of a functioning M&E and MIS system in the** Monitoring, Investigation and Evaluation Wing of LGD (capturing key data on local government performance) by the end of the project. *Baseline: Only a project based MIS(and in early design stage) is used by LGD* • **Number of** DLGs who have a sustainable system for monitoring and backstopping local governments by the end of the project.	***UNDP UNCDF***	***UNDP UNCDF***		***LGD***	**3.1 Support to a Policy Advisory Group (PAG) and National Framework for Local Government Policy and Capacity Development** Activity 3.1.1: Facilitate core functions of the Policy Advisory Group. Activity 3.1.2: Support the development of a National Framework for Local Government Capacity Development. Activity 3.1.3: Support to research and dissemination of research findings on local governance. Activity 3.1.4: Support to prepare Manuals and rules for UPs and UZPs	***471,653***	***488,653***	***420,653***	***234,653***	***484,653***	***2,100,263***
					3.2 Support to LGD (MIE wing), DLG (Division level) and DDLG (District level) for backstopping and monitoring of local government (UZP and UP) Activity 3.2.1: Support to LGD (MIE wing) to develop and operationalize an M&E system for UP and UZP performance monitoring (including roll out to Division and District level). Activity 3.2.2: Support the DLG to develop, collect and analyse governance and 'democracy' indicators. Activity 3.2.3: Support National training institutions and private sector agencies in training and backstopping of UPs and UZPs. Activity 3.2.4 Creation of national data base of local government plan,finance and services						

Baseline: No system in place					**3.3 R&D for Knowledge Generation** 3.3.1 R&D fund for knowledge Generation activities 3.3.2 M&E and project learning review						
Output 4: Project Implementation Support	***UNDP UNCDF***		***UNDP UNCDF***	***LGD UNDP***		***678,972***	***399,172***	***399,172***	***399,172***	***399,172***	***2,267,658***
UN organization 1: UNDP (43%)	Programme Cost **					*7,063,841*					
	Indirect Support Cost (GMS + AA)					*436,951*					
UN organization 2: UNCDF (57%)	Programme Cost					*9,455,229*					
	Indirect Support Cost (GMS)					*521,632*					
Total	**Programme Cost**					***16,519,070***					
	Indirect Support Cost					***958,583***					
	GRAND TOTAL					***17,477,653***					

6. Management and Coordination Arrangements

The project will be a Nationally Executed Project (NEX) in accordance with the National Execution Manual adopted in December, 2004 by the Economic Relations Division (ERD), Ministry of Finance, Bangladesh and UNDP.

The Government of Bangladesh, through the Economic Relations Division of the Ministry of Finance, and the Local Government Division, will ensure direct and transparent administration and management of project funds. ERD as the executing agency for the UNDP Country Programme, in close collaboration with the Local Government Division, as the implementing agency, will assume overall responsibility for management and implementation, ensuring UNDP policies and procedures are adhered to, through the National Project Director (NPD), and the Project Steering Committee. This approach will further promote ownership, accountability, national capacity development and sustainability.

UNDP and UNCDF will provide service delivery as agreed upon in the Annual Work Plan and also under the arrangement of Direct Country Office Support (DCS) to a National Execution (NEX) modality or as per "UNDP rules and regulations" at the request of the implementing agency. UNDP and UNCDF may call upon other specialized UN agencies for additional support where necessary.

Project Management
The project will be managed in a manner consistent with the NEX (National Implementation modality) or any future agreement between UNDP and the Government of Bangladesh. Program and Project Management includes the following structures – as illustrated in the figures below. As much as possible a balance gender representation will be sought in the composition of the different groups described below.

The LGD will appoint (in consultation with the Development Partners) a National Project Director (NPD) with the responsibility for providing substantive guidance and support in achieving the outputs.

1. **Steering Committee:** The MLGRD&C will be on the overall supervision of the project and the Steering Committee will be chaired by the Secretary, MLGRD&C. The Committee will be responsible for providing policy guidelines to the Program including the UPGP and the UZGP projects. It will also provide policy advice and guidance to facilitate the link between project activities and national development initiatives. The Committee will be responsible for the approval of the Annual Work Plans and subsequent budget allocation. The Committee will be responsible for the approval of the Annual Work Plans and subsequent budget allocation. Representatives from the Ministries concerned will be of joint secretary positions and not below that level. The recommended memberships of the Steering Committee are as follows.

- Secretary, Local Government Division (LGD), Ministry of Local Government, Rural Development and Co-operatives – Chairperson;
- Representative, Cabinet Division;
- Representative from the Planning Commission (Concerned Sector);
- Representative from ERD, Ministry of Finance;
- Representative from IMED, Ministry of Planning;
- Representative, Ministry of Social Welfare;
- Representative, Ministry of Disaster Management and Relief
- Representative, Ministry of Women Affairs;
- Representative, Ministry of Primary and Mass Education;
- Representative, Ministry of Public Administration;
- Representative, Ministry of Fisheries and Livestock;

- Representative, Ministry of Youth and Sports;
- Representative, Ministry of Health and Family Welfare;
- Representative, Ministry of Agriculture;
- Representative, Rural Development and Co-operative Division, Ministry of Local Government, Rural Development and Co-operatives.
- Representative from UNDP;
- Representative from UNCDF;
- Representatives from EU/Danida;
- Representatives from NILG, BARD, RDA;
- 1 Representatives from NGOs
- 1 Representative from Civil Society[2] working in Local Governance field
- 1 Representative from Union Parishad and 1 Representative from Upazila Parishad
- National Project Director as Member Secretary.

Apart from the Ministry of Local Government, Rural Development and Cooperatives, Cabinet Division; Ministry of Law, Justice & Parliamentary Affairs; Office of Attorney General for Bangladesh; representative from the Planning Commission (Concerned Sector);ERD, Ministry of Finance; IMED, Ministry of Planning, represent in the Steering Committee as per NEX guideline, However, additional ten ministries such as ministry of youth and sports, Ministry of Social Welfare; Ministry of Food and Disaster Management; Ministry of Women Affairs; Ministry of Education; Ministry of Fisheries and Livestock; Ministry of Youth and Sports; Ministry of Health and Family Welfare; Ministry of Agriculture; Rural Development and Co-operative Division, Ministry of Local Government, Rural development and Co-operatives and a number of most relevant ministries. Ten more Ministries will participate in the steering committee, since 2010, services of local functionaries of these ministries are also transferred to Upazila Parishad by the Government. In essence, these ten line ministries will have their presence at the Upazila Parishad who will become integral part of the parishad. It is envisaged that their contribution will enable towards development and implementation of holistic local plan both at the central and at the different tiers of the local government.

The Steering Committee will meet twice a year.

2. **Project Board (PB):** It will be responsible for the implementation of the UPGP project activities. The Project Board will be responsible for preparing and endorsing the quarterly work plan, quarterly progress report, annual work plan and annual progress report. It will supervise the overall project implementation and day-to-day management of the project. It will meet quarterly the first year and no less than twice a year for the rest of the project's life time. The Project Board will be chaired by the NPD (not below the rank of Joint Secretary) and his/her responsibilities will be as per NEX manual. The PB will consist of:

- With "Executive" role[3]

    - National Project Director, as Chairperson

    - 2 UP Association representatives

    - 2 relevant LGD representatives

[2] The civil society member would be selected by LGD on the basis of four criteria such as a. A person known to all as honest b. Non-partisan c. highly educated and d. involved in the area of promoting strong local governance.

[3] Roles in this section are defined as per PRINCE 2 methodology followed by UNDP and UNCDF.

- With "Supplier" role
    - UNDP representative (in a project assurance role),
    - UNCDF representative (in a project assurance role),
- With "Beneficiary" role
    - 2 UP representative
    - 1 UZP representative
    - 1 representative among other relevant LG institutions

If required the PB may invite a Project Technical Advisor to help brief on a relevant issue.

3. **Project Assurance:** Delegated by the PB, the Project assurance role will be responsible for carrying out oversights and monitoring functions. This group, comprised by UNDP and UNCDF CO level teams, the role will ensure that the project management delivers planned outputs as per the annual work plan on the basis of the monthly, quarterly and annual progress reports. The team will organize monthly reviews with the project team and other reviews at the level of the PB.
4. **Project Manager:** S/he will report to the Project Board and be accountable to the NPD (and UNDP /UNCDF) for day to day activities and provide feedback on any project issues, as and when required. S/he will also be responsible for overall coordination between project and UNDP and UNCDF and among different teams in achieving planned outputs, producing progress and financial reports and be responsible for the effective implementation of the project. The Project Manager will be responsible for delivering the project work plans.

2. **Output Implementation Team:**

Project Coordination Officer will support the Project Manager in coordinating activities of the District (DF) and Divisional facilitators, ensuring the link between technical personnel and government officials of in implementation of the activities, avoiding overlapping and ensuring output achievement of the two projects (UPGP and UZGP).

The Divisional Facilitation Teams, comprising of government officials at the divisional level and project-supported technical staff, will ensure implementation of Output 1 activities in all targeted UPs.

The District Facilitation Teams, comprising of government officials at the district level and project-supported technical staff, will ensure implementation of Output 2 activities in the in all targeted UPs. The Divisional Facilitation Teams will also oversee all project activities in their respective districts, including Output 2 activities.

The Policy & Capacity Development Team, comprising of Ministry officials from LGD and project-supported technical staff, will ensure implementation of Output 3 at the central level. This team will also provide technical support for implementation of Output 3 of the UZGP project.

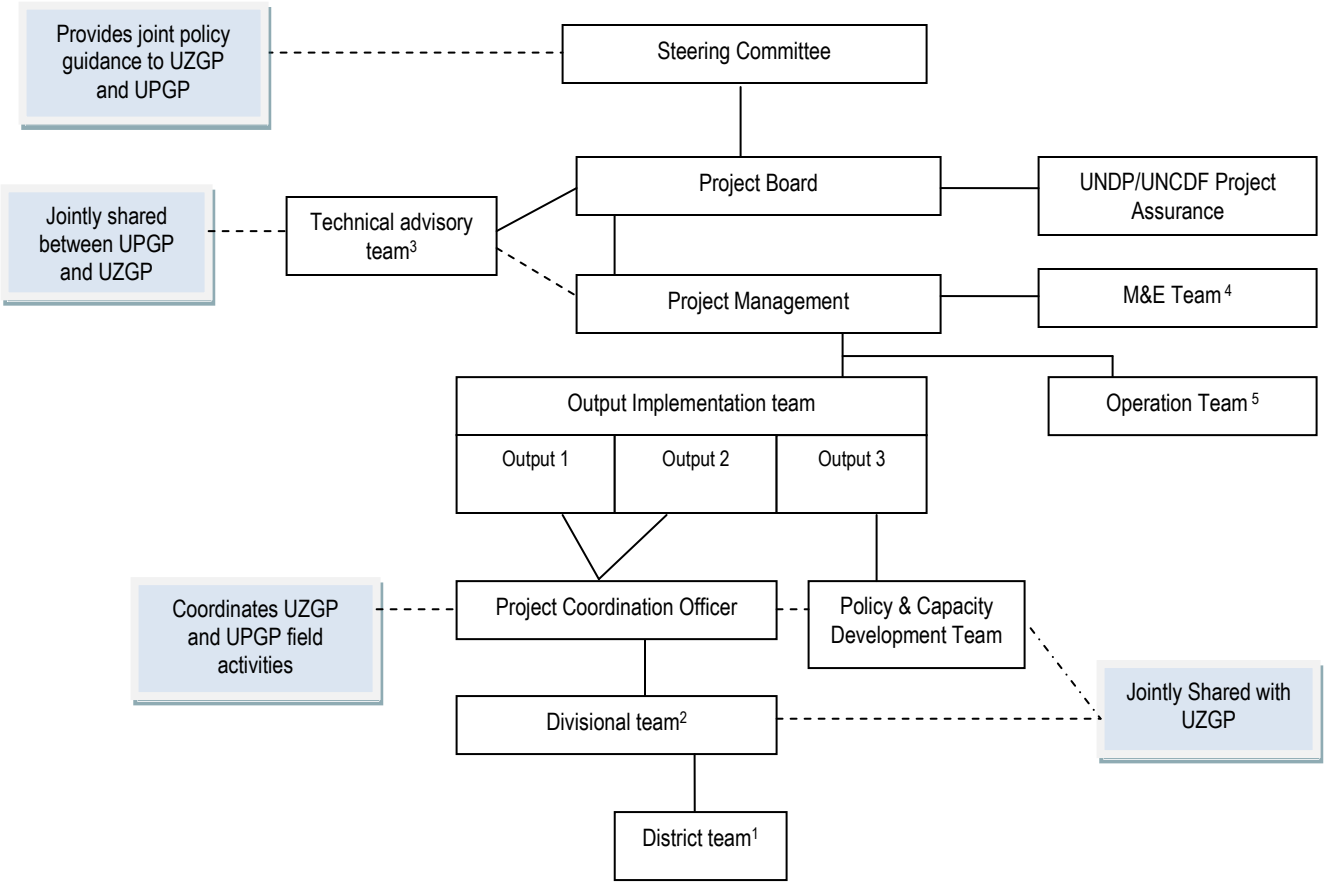
The Technical Advisory Team will provide advice to LGD on substantive policy issues related to both the UZGP and UPGP projects. A local governance advisor (funded under UZGP) will work largely on Output 1 and 3 and the fiscal decentralization advisor will work mainly on Output 2 (with inputs to Output 3 as well). However, the role of these advisers will not be limited to specific outputs, and the objective is to work as a team across both the UPGP and UZGP projects.

Community based volunteers, that was tried and tested in LGSP-LIC in the form of Union Facilitation Teams (UFT), would continue to be used in UPGP for facilitation of grassroots level capacity building, monitoring and implementation support UN filed volunteers can also be used for conducting field level survey and data collection activities in support of monitoring project's activities. To this purpose linkages with existing UNV supported programmes will be explored during implementation.

3. The **Operation Team:** Under the direct supervision of the Project Manager, the Operation Team will provide management support on a day-to-day basis to the Project Manager and the Output Implementation Team for the successful implementation of the project.

A number of staff will be shared on a 50/50 bases between the two partner projects UPGP and UZGP. For operational convenience most of these positions have been placed in the UZGP budget without prejudice to the 50% time support these staff will give to the UPGP project.

Union Parishad Governance Project Organization Structure



1. The District Team will be responsible to implement Output 2 activities in targeted UPs as indicated in the narrative. This team will be comprised of District Facilitators and Field Assistants.

2. The Divisional Team (budgeted under UZGP) will be responsible to implement Output 1 activities in all targeted UPs, and will oversee Output 2 activities implemented by the District Team in targeted UPs. This team will be comprised of Divisional Facilitators and Field Assistants.

3. The Technical Advisory Team will report to the NPD and will focus on substantive policy issues. They will also advise the project management team. This team will be comprised of national and international advisers, women empowerment officer, Knowledge Management Officer and Capacity building staff. (partly budgeted under UZGP)

4. The Monitoring and Evaluation Team will have M&E Officer and MIS Officer. This team will act parallel to management to maintain independence in monitoring and evaluation process.

Note: Dotted lines indicate a coordination/information sharing

Given the level of synergies between the UPGP and UZGP projects a number of staff will be shared between the two projects although for operational convenience some positions have been budgeted in either project. See detailed budgets of UPGP and UZGP for more details. Both project teams will be working in a fully coordinated manner providing shared support to

7. Fund Management Arrangements

The Participating UN OrganIzations have appointed UNDP to act as the the Administrative Agent (AA) for the Joint Programme. The AA will enter into a Memorandum of Understanding (MoU) with UNCDF based on the portfolio of activities that have been mutually agreed in line with the common workplan, and a Standard Administrative Agreement (SSAA) with each donor agency. Under the MoU, each participating UN organisation (UNDP and UNCDF) will assume full programmatic and financial accountability for the funds disbursed to it by the AA.

The SAA will set out the terms and conditions governing the receipt and disbursement of funds.

The Administrative Agent is entitled to receive 1% of the amount contributed by donors, for the costs of performing the functions described above. The rate will be stipulated in both MoUs and SAA.

Each participating UN organisation will recover indirect costs (7%) in accordance with the MOU and the SAA. This arrangement will be documented in the MOU signed with the Administrative Agent.

The Administrative Agent will issue a financial report and final certified financial statement to donors and participating UN organisations on its activities.

UNCDF will negotiate a separate MoU with government that governs the use of the pilot fiscal facility that ensures fiduciary accountability whilst enabling the funds to be integrated within the government public financial management framework.

8. Monitoring, Evaluation and Reporting (Two pages)

Monitoring

The monitoring of the activities will be three layered: Project M&E, UZP M&E and LGD M&E.

Project M&E: Under this layer the project will be monitored throughout the project period. Annual, quarterly review mechanism will be developed and assessment will be carried out to monitor the progress the key achievements and result. A number of log frames will be developed as for issue log, risk log, project lesson leaned log, which will enable to follow through actions ensuring accomplishment of activities with quality. As indicated above this will be in accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods. Gender related aspects will be specifically monitored with gender disaggregated data and qualitative tool for gender impact monitoring.

An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the SC, the Project Board and the Output Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate Outputs.

UP M &E: Under this layer the project will emphasize direct coaching to Union Parishads to monitor the quality delivery of services (developed guidelines will include provision for community monitoring support). The Standing Committees will also act as inbuilt monitoring systems. This is expected to ensure checks and balances in terms of participation of equal number of men and woman including the poor in the preparation of local level MDG oriented planning.

LGD M&E monitoring: Under this layer, the project will support in developing a M & E framework for the Monitoring Wing of the ministry that will contribute in monitoring not only the project but also other local governance project portfolios in the LGD division. The purpose is to create a synergy among the three layered M &E system that will contribute to policy and strategy development in local governance. The different training institutions BARD, RDA, NILG will also contribute to monitoring through their coaching activities at the central to downward level.

Detail M &E mechanism will be developed during the project period. The aim is to institutionalize the M & E system and build capacity for sustainability – beyond the project period.

Donors Coordination Meeting: Extended Project Board will be organized quarterly where the donors will participate to discuss the progress of the project and provide strategic guidance. Detailed TOR will be developed and will be shared with all development partners and with the implementing agency.

Donor reporting will be mainstreamed ensuring one common Annual narrative report is shared with Donors. Financial reports may have to be adjusted to Donor requirements.

Periodic supervision/ review missions: UNDP and UNCDF and other development partners will have bi-annual periodic joint supervision/ review missions in consultation with the implementing agency as for Local Government Division (LGD) in this particular case. Detailed TOR will be developed in consultation with the implementing and development partners.

Reporting

Each **Participating UN Organization** will prepare the following reports on its contribution in accordance with its financial rules and regulations:

- Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;

- Annual financial statements and reports as of 31 December with respect to the funds disbursed to it from the Joint Programme Account, to be provided no later than four months (30 April) after the end of the calendar year;

- Final narrative reports, after the completion of the activities in the Joint Programme Document and including the final year of the activities in the Joint Programme Document, to be provided no later than four months (30 April) of the year following the financial closing of the Joint Programme. The final report will give a summary of results and achievements compared to the goals and objectives of the Joint Programme;

- Certified final financial statements and final financial reports after the completion of the activities in the Joint Programme Document and including the final year of the activities in the Joint Programme Document, to be provided no later than six months (30 June) of the year following the financial closing of the Joint Programme.

UNDP as the Lead Agency will:

- Prepare the consolidated narrative report based on the narrative progress reports received from the Participating UN organizations.

The Administrative Agent will:

- Prepare annual consolidated narrative and financial progress reports, based on the narrative consolidated report prepared by the Lead Agency and the financial statements/ reports submitted by each of the Participating UN Organizations;

- By 31 May after the end of the calendar year Provide those consolidated reports to each donor that has contributed to the Joint Programme Account, as well as the Steering Committee, in accordance with the timetable established in the Standard Administrative Arrangement.

- Provide the donors, Steering Committee and Participating UN Organizations with:

☐ Certified annual financial statement ("Source and Use of Funds" as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year;

☐ Certified final financial statement ("Source and Use of Funds") to be provided no later than seven months (31 July) of the year following the financial closing of the Joint Programme.

Evaluation

Project evaluation will follow the following structure:

A Joint Annual Technical Review (JATR) will take place each year. This will cover both the UZGP project and the UPGP project and will include government, UN agencies and development partners. The JATR will examine progress against project objectives and make recommendations to the project board. This will complement the mid-term evaluation and will provide for consistent steering and guidance to the project board.

A full Output evaluation of the programmatic framework will take place in 2016. This process will analyze the experience of the program and make recommendations for the future support to the governance sector in Bangladesh.

In addition, evaluation requirements of each of the participating development partners will be complied with.

Pilot and Learning review system

To make the testing and demonstration effective it is essential to have a systematic framework within which the pilot activities can be monitored and evaluated, lessons learned, knowledge disseminated and where appropriate, incorporated into legislation and regulation or up scaled by national programs like the LGSP.

The project will design clear tools for:

1. Identification of pilot and innovation areas where policy development is needed;
2. Preparation of prototype regulation or process;
3. Design of field testing including definition of expected results;
4. Baseline data collection where necessary;
5. Implementation;
6. Monitoring;
7. Evaluation against defined expected results;
8. Lessons learned documented and disseminated with GoB and other national programs and stakeholders
9. Process of validation, vetting and recognition of learning and good practices identified.
10. Incorporation of lessons learned into nationally applicable regulation or process.

This mechanism will be particularly aimed at informing national programs and intervention of the GoB like the next phase of the LGSP of lessons and best practices identified.

Communication: The project will ensure that its results and good practices are properly disseminated among relevant stakeholders. A communication strategy will be developed for information management and communication. Identifying target audience properly, developing messages effectively, selecting channels carefully and managing transmission will form the core principles of communications strategy. Since this is going to be implemented by national execution modality, communications among the government, UN agencies and other development partners will be managed in a coordinated way.

Table 2: Joint Programme Monitoring Framework (JPMF)

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs	**Legal and Regulatory Framework in Place:** By end of project, # of secondary legislation instruments (Rules and regulations) required by UP Act 09 are operational. *Baseline: 0* *Target: 12* **Functional and Institutional Capacity Improved:** By end of project, overall compliance with administrative requirements of UP Act 09 by project-supported UPs exceeds 80% *Baseline: First round of UP Performance Assessment* **Increased citizen involvement:** By end of the project, % of women/men (which also include Dalits and Indigenous People) who have attended at least one participatory planning meeting *Baseline: Baseline survey to be done* *Target: 50 increase from baseline.* **Pro-poor infra and services:** % of citizens who have responded that they are very satisfied with service delivery by their UP *Baseline: Baseline survey to be done* *Target: To be determined.*	• Project reporting • UP Performance Assessment • Citizen perception survey – as part of baseline and follow-up surveys during project period. • Mid-term and final evaluations	Primary and secondary data (compiled once every two years)	UNDP LGD	Continued political support from GoB *Risk – change of government leading to change in policy* *Assessed: Medium* Continued support to local governance from other donors creates opportunities to scale up successful pilots *Risk – other donors support withdrawn or approach not compatible with UPGP* *Assessed: Low* Strengthened UP willing and able to direct discretionary resources to effective, pro-poor, MDG-responsive service delivery
Output 1: Strengthened Democratic Accountability and transparency **of the Union Parishads through Citizen Engagement**	• % of Ward Shavas that transact business according to UP Act 09 Baseline value: Baseline survey (preliminary 0%) Target: 50% % of target UPs with at least 6 key standing committee producing at least 2 monitoring reports per year. Baseline value: Baseline survey to be done Target: 50%	• Baseline survey and analysis • Development of training materials • Training reports Communications products disseminated. • Development of model guidelines for standing committees • District Facilitator activity reports		UNDP UNCDF LGD	Continued political support from GoB Regulation for Ward Shava is in place and implementation is supported by GoB Regulation for Standing Committees is in place and implementation is supported by GoB

	• % of targeted UPs which have at least 1 woman representative participating in officially registered women Development Forum at the Upazila Level. Baseline value: Baseline survey to be done Target: 50%	• Training of SC members Development of training materials • Dissemination of advocacy materials • Cross-visit reports to record best practice			
Output 2: Improved innovations in Pro-Poor and MDG-Oriented Planning, Financing and Implemenation of Service Delivery by Union Parishads	• By end of the project % of targeted UPs have completed comprehensive development plans responding to local MDG assessments that will have also identified needs of the locally relevant most vulnerable groups. Baseline value: 0% Target: 90% • By end of the project, % of targeted UPs allocate % of block grant funds to projects explicitly identified as pro-poor (including those responding to vulnerable groups' needs) or MDG-responsive in plans Baseline value: 0% Target: 70% • By end of the project, % of target UPs comply with 90% of accounting and record keeping requirements. Baseline value: First round of Performance Assessment Target: 90 • By end of the project, % of increase, on average, or revenue collection in target UPs Baseline value: To be done • Target: 90%	• UP data base created • Planning and budgeting guidelines developed • Plan document in each UP formulated • Monitoring reports • UP Performance Assessment reports • Financial management training materials and reports • UP Block Grants disbursement reports • Study to review experience on Block grant system • System design through dialogue with government • Training reports to District Facilitators and UP • Communication materials disseminated • District facilitator activity reports • Study to review pilot experience	Primary and secondary data (compiled once every two years)	UNDP UNCDF LGD	Continued political support from GoB Availability of adequate data for local-level MDG assessment and targeting Pro-poor and MDG-responsive projects seen as priority by Ups Agreement (continued from LGSP-LIC) by LGD to permit piloting of simplified approach to revenue collection by UPs Willingness of UPs to participate in revenue collection pilots
Output 3: Strengthened technical capacity of Local Government Division for effective policy review, monitoring,	• Number of drafted legislative or regulatory instruments influenced by outcome of piloting activities by the end of the project. Baseline: current set of legislative and regulatory instruments Target: 2 • Existence of a National Framework for Local Government Capacity Development by the end of the project. Baseline: No draft framework exists	• Legislation and regulatory instruments amendments • LG Policy and Capacity Development Framework document • Research reports • LGD MIE wing MIS • National data bank on LGIs finance and services • Training reports • Meeting minutes • Media report	Primary and secondary data (compiled once every two years)	UNDP UNCDF LGD	Continued political support from GoB

lesson learning and capacity development of LGIs for enhanced Local Governance	Target: 1 • Implementation of a functioning M&E and MIS system in the Monitoring, Investigation and Evaluation Wing of LGD (capturing key data on local government performance) by the end of the project. Baseline: Only a project based MIS(and in early design stage) is used by LGD • Number of DLGs who have a sustainable system for monitoring and backstopping local governments by the end of the project. Baseline: No system in place	• Course curricula			

9. Legal Context or Basis of Relationship

Bangladesh is signatory to the ***Standard Basic Assistance Agreement (SBAA)*** and this program document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Bangladesh and UNDP, signed on1986.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP and UNCDF's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP and UNCDF reserve the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP and UNCDF funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP and UNCDF hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm.This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

The relationship between the Administrative Agent and the Participating UN Organizations will be governed by the UNDG-approved **Standard Memorandum of Understanding (**MOU) for Joint Programmes.

The donors contributing to the Joint Programme will sign with the Administrative Agent the UNDG-approved **Standard Administrative Arrangement** (SAA) for Joint Programmes.

10. Work plans and budgets (Two to three pages)

See Annex 6
6a. Budget Snapshot
6b. Detailed Budget
6c. Work Plan
6d. Budget Summary

Annexes

Annex 1 Detailed Situation Analysis

Union Parishad Characteristics

The UP is staffed by a single full time Secretary, appointed by the Deputy Commissioner, as well as 1 *Dafadar* and 9-12 *Chowkidaars* (watchmen). At present the Secretary is responsible for accounting, office management and record keeping including civil registration (births, marriages, deaths). Each Union has 13 Standing Committees comprising 5 to 7 members drawn from among the UP elected members with provisions to co-opt members from the community or elsewhere.

According to the Act of 2009, the UP is assigned 10 compulsory and 39 optional functions. The Act has incorporated the practice of participatory planning and community mobilization. It also creates a body at the ward level, the Ward Shava, which is a mechanism for community participation in planning and does not have a legally defined representative structure. The Act has introduced a Citizen Charter for UPs, and also emphasized the need for utilization of modern technology to further good governance. Most importantly the UP Act 2009 has also recognized the need for additional staff and has made provision for an *accounts assistant cum computer operator*. Furthermore the Act empowers the Government to "deploy 11 field based extension workers of the central government in the functional areas like local government engineering, Agriculture, Health and Family Planning, Primary and Mass Education, Fishery and Livestock, Social Welfare". These staff are likely to be central government officials posted to the Upazila Parishads (UZP – a level of local government one tier above the UP covering approximately 250,000 inhabitants). Many UPs have built field offices for these staff to base themselves within the UP, but the officials themselves have often proved reluctant to relocate.

Table 1: Territorial governance in rural Bangladesh

Rural LG Structure	Functions	Representations
7 *Divisions*	Oversight, supervision and management of all administrative and development activities at district and sib district level	No direct political representation. Divisional Commissioner is Executive Head
64 *Districts* Average pop: 1.9 million Average area: 2,250 sq km	Management and monitoring of government programmes and projects, implementation of district level public works and maintenance activities, grants and scholarships.	No direct political representation. Zila Parishad consists of a ZP Secretary and Accountant. District Development Co-ordination Committee comprises Deputy Commissioner and line dept heads.
482 *Upazilas* (increased from 460)	Planning, implementation, coordination and monitoring of all infrastructure and services including health, education,	Chair and two Vice Chairpersons are directly elected political representation. All UP Chair are ex-officio members of Upazila

Average pop: 250,000 Average area 300 sq km	public works, irrigation and water, agriculture, fisheries, livestock, forestry, community development	Parishad, Upazila Nirbahi Officer as Chief Executive Officer of the Parishad. UP Chairpersons voting members on Parishad. Line dept officers are non voting members.
5,001 *Union Parishads* Average pop: 27,000 Average area: 33 sq km	39 direct service functions in 4 broad categories. Categories include: i. Administration and Establishment, ii. Law and Order; iii. Public Welfare and related works; iv. Local socio-economic development planning and implementation.	Elected Chairperson and 12 elected members (one for each of nine wards and 3 women members each representing 3 wards).
Ward Shava in each ward. i.e. 9 per Union. Average pop: 1,600 Av area: 1.5 sq km	Placing of information for Participatory planning, Preparation of ward projects & prioritization of schemes, effective implementation; community mobilisation. There must be 2 ward meetings pa	No direct political representation. Any person on the voter list of the respective ward is a de facto member. Open budget meetings.

Legal Framework

Articles 59 and 60 of the Constitution of Bangladesh set out the role and structure of local government in Bangladesh while Articles 9 and 11 define additional attributes of the system.[xiii] While there is no single framework legislation for local government, there is a significant body of laws and regulations dealing with different parts of the system. The Union Parishad Act 2009 and the Upazila Parishad Act 2009 introduced new features of particular importance.

Table 2: Innovative Features of the Union Parishad Act 2009

Section of the UP Act	Summary of content
Section 7: Ward Shavas	A new structure called *Ward Shava*(WS) has been introduced. All voters of each of the 9 wards are the members of the WS. The WS aims to encourage participative planning, community mobilization and accountability.
Section 49 : Citizens Charter	This section sets the provision of publication of Citizen Charter for UP to inform the community about the various services, conditions and standards of services available and the stipulated time for ensuring such services by UP.

Section 50: Use of technology and essence of good governance.	Section 50 of the Act emphasizes the need for utilization of modern technology and essence of good governance. This section reiterates the GoB policy on Digital Bangladesh to make sure that modern technology should be used in view of ensuring good governance.
Section 62: Creation of New Post	The Act has recognized the need for additional staff and has made provision for an additional staff called Accounts Assistant cum computer operator.
Section 64: Deployed staff	The Act made a provision that empowers the government to "deploy Government officers and employees at the Union Parishads". According to the Act 3 field level staff of the Ministry Local Government, 2 from the Ministry of Agriculture, 2 from the Ministry of Health and Family Planning, 1 from the Ministry of Primary and Mass Education, 1 from the Ministry of Fishery and Livestock, 1 from the Ministry of Social Welfare, and 1 from the Ministry of Home can be deployed to UPs.
Section 78: Right to Information	The Act is the inclusion of provision for Right to Information This provision has paved the way for further ensuring of transparency, accountability and people's participation.

Annex 2 Design Principles

Guiding principles of UPGP

There are three guiding design principles: complementarity, scalability and simplicity with quality. Each is referenced below.

The principle of complementarity

This principle addresses the programmatic aspect of the UPGP and relates to its adherence to Paris Declaration principles. The initiative is embedded in the LGSP II programme logic and will complement the GoB and anticipated WB/IDA loan funds. It is envisaged that LGSP II will cover all Union Parishads. Building on the success of LIC within LGSP, UPGP will operate in approximately 10% of UPs. While the basic LGSP II package will be applied, UPGP will additionally function as a "real time" laboratory with a structured process for designing, testing, evaluating and reporting on innovations. The principle also means applying harmonized instruments and manuals to reach this objective and working through the government system at all times.

The second aspect of complementarity relates to the relationship between the Union Parishad on the one hand and the Upazila officials and Upazila Parishad on the other. The Programmatic Framework covers support to Central, District, Upazila, Union and Ward levels.[xiv] The UPGP is one of two separate but closely interrelated projects within this framework, the other being the Upazila Governance Project (UZGP) which will support democratic governance and pro-poor development through the Upazila Parishads and will pilot and demonstrate synergies between the Union Parishad and the Upazila. This arrangement responds to the vision in the UP Act 2009 for the UP as development hub, linking to the line agency officials at the Upazila level.

The UPGP and the UZGP are designed as separate projects because they will work through different institutions within Government, because of the very different stage of development of the Upazila and of the Union Parishads, and because of the need for UPGP to fit within the emerging framework of the LGSP II. However UPGP and UZGP have closely parallel design features, each having Outputs addressing democratic accountability and innovations in planning and financing. In addition to the functional relationships between Union and Upazila levels, the two projects are linked by a shared third Output, supporting the Government to develop an effective monitoring, lesson learning and policy review capacity through which the piloting activities will be evaluated and resulting knowledge absorbed and disseminated.

Finally the UPGP is complementary to a wide range of other local development and local government initiatives including various SDC supported programmes like Sharique, the World Bank's Water and Sanitation Programme (which includes a 'horizontal learning' component),UNDP supported Activating Village Court project and other programmes at both UZP and UP level.

The principle of scalability

This principle means that the focus of UPGP will be explicitly on ensuring that its activities can easily be taken to scale. Therefore work on improving democratic accountability and effectiveness for local development will not be implemented on a "project" basis with its associated high overheads and limited replicability. Instead, considerations on how activities and systems will be mainstreamed has been a key design principle from the outset.

One way that this principle will be applied is through an arrangement with the GoB regarding what will be piloted and the timetable for the subsequent scaling up of activities. At the mid term LGSP review in January 2010 it was decided that LIC (and the future UPGP) would focus on refinement of the piloting Performance Based Grants, a more strategic, medium term budgetary (and MDG sensitive) planning process and the promotion of own revenue mobilization. Discussions have

been held with the GoB and World Bank on systematizing the scaling up process and it is envisaged that this will be incorporated in the design of the LGSP II.

A further aspect of scalability is the link with national legislation. The UPGP will reinforce government policies and legislation, as incorporated in the latest UP Act 2009 and Citizen Charter by illustrating the challenges faced in rolling them out and how these can be overcome. This will provide government with a valuable tool for testing and refining its legislation and monitoring the impact. The Union Parishad Act 2009 though enacted , is not implemented yet. This may come in force after the announced UP elections of 2011.

The principle of simplicity with quality

This principle is related to but distinct from the first two principles. It also builds on the successful experience of the LGSP – LIC in providing local mechanisms that promote (for example) best practice in procurement (Works Verification Committee) or ensuring citizen engagement in planning (Union Facilitation Teams). The principle also builds on the experience of UNDP and UNCDF in local governance and fiscal decentralization / public financial management. The programme will provide simple solutions that leverage local capacity and resources. Priority will be given to the institutionalization of these solutions (and their financing) within the UP governance structure and macro fiscal envelope. The introduction of multi year budgeting will facilitate this as will the holistic approach that addresses all the resources available to the UP and not just the LGSP II grants.

Annex 3

Gender Strategy: gender mainstreaming and women's empowerment (Common to UPGP and UZGP)

Gender will be considered as a key aspect throughout the whole project cycle from the planning, implementation, and monitoring of these project activities. Gender specific operational principles will be ensured:

1. The project will be consulted and reviewed at each stage of project cycle from the gender perspective, and the feedback of the gender experts from various stakeholders and institutions will be reflected in the project.
2. In order to assure the quality of gender specific outputs, a position for a Woman Empowerment Officer will be created. The Officer will take a function to provide advice to the LGD and other national counterparts to strengthen women's leadership in the public sector and to support the development and implementation of national policy and strategy on advancement of women; Provide advice to national counterparts in strategic capacity-building initiatives; Build strategic partnerships and advocate for gender and women empowerment issues covered through the project; Provide advice to the Project Management Unit in project planning, quality assurance, monitoring and evaluation, coordination, and knowledge generation and sharing on Governance issue (See ToR for this position).
3. The project will ensure, as much as possible, a gender balanced representation within the project team, in line with the UNDP and GoB recruitment provisions. Gender balanced representatives will be also ensured in various committees involved in the project, for example, the Policy Advisory Group, the Steering Committee and Project Board members.
4. The project will be also monitored from the gender perspective. The progress of the project will be periodically monitored according to gender specific indicators, and in case the project does not fulfil these criteria, it will be re-guided.

Based on these operational principles, the project is expecting to bring gender specific outputs through gender specific activities as the following:

Output 1: Democracy is a long process. The democratic institutions are introduced in Bangladesh, so men or women can equally participate either as voters or as candidates. However the reality does not always show equal participation of men and women in democratic institutional building, either at central level or at local level. Since the UZP election has been introduced, the executives are composed of one chair, and two vice chairs. Out of two vice-chairs is reserved for women, and also women are not bared from contesting in other positions, but their presence is still marginal. Even at the Union level, no position for vice chairs in Union Parishads (UP) is considered. It affects again virtually women: no women hold the chair's position. Even a provision states that one third members will be elected or represented by women in UZP and also three seats are reserved for women out of 12 UP member's position. However it is still questionable, whether women can play their roles within traditional male dominated area like UP or UZP. The empowerment of those elected female member either in UP or in UZP is urgently needed for the democratic governance.
Activities:
-A sound training programme for elected representatives as well as administrative female officials or staff member within the Parishad (Council) will take into account gender issues and also include some specific topics to capacitate women in identified gaps.
-In the support to local government legislation development, gender mainstreaming will be ensured. Upazila Citizen Charters and promotion of the Right to Information Act will ensure gender sensitive interventions.
-Women Development Forum of all the concerned female Upazila Council members will be established at District level, as a space for women to discuss their roles and join together in defending their contributions as elected representatives. Likewise in the UP project, the lesson

learned positively from Women Development Forums of the female UP members will be transferred also at Upazila level, especially functioning as a gender watchdog.

Output 2: -Provision of block grants to Union and Upazilas is one key activity to deliver public services to meet gender specific needs at local level. In this regard, gender specific Performance, Planning and Budgeting will be promoted. Participatory planning in the current project at UP level has been encouraged, and one third of the schemes are prioritized by women. However it is not necessary to meet the needs of women and men. So gender specific needs will be prioritized and ensured by both women and men. But at Upazila level, participatory planning is open to the various representatives, so the role of women is not same like that of women at Union level. Therefore the line departments such as education or women's affairs are strongly encouraged to take an active role.

-The capacity of local governmental officials for the budgeting is very limited. Their knowledge and skills in terms of budgeting will be strengthened and at the same time gender specific budgeting will be promoted.

-In the current UP project, 30% of the funds allocated to schemes is prioritized by women, but it should be ensured to meet gender specific needs, instead of gender blinded needs. In the parishad, it will be also pursued to use an earmarked portion of the budget for the development of women.

-The gender balanced representatives of committees which can be formed for the implementation of development activities at the Ward Shava level can be also ensured.

Output 3: -Various institutions for gender equality including women quota, have been introduced. However there is no thorough examination on these institutions or organizational process whether they are properly functioning as originally planned or intended. So far they have not given any clear evidence or data on their gender specific impacts. Gender specific policy will be examined and also its improvement can be explored. It will be also advocated at national level.

-In line with the Capacity Development Framework at national level, capacity development program will be implemented. In terms of composition of trainees and trainers, and subjects for capacity building program, gender mainstreaming and also the empowerment of women will be integrated into the training programs.

-In accordance with the Monitoring system of the Ministry of Local Government, gender analysis and sex disaggregated data will be collected.

Annex 4

Detailed Output and Activity description

Project Outputs

UPGP is organised in four Outputs. Outputs 1 to 3 correspond to the project Results in the logical framework, which are as follows:

- **Output 1 :** Strengthened Democratic Accountability and Transparency of the Union Parishads through Citizen Engagement;
- **Output 2 :** Innovations in Pro-Poor and MDG-Oriented Planning and Financing of Service Delivery by Union Parishads; and
- **Output 3 :** Strengthened national capacity for effective policy review, monitoring, lesson learning and capacity development of LGIs for enhanced Local Governance
- **Output 4** supports project management, core implementation costs and monitoring and evaluation.

The Output structure of the UPGP and its partner project the UZGP is a parallel one with Output 3 being a common Output to both projects that will look into national level strengthening of Local Government systems and Institutions.

Output 1: Strengthened Democratic Accountability and Transparency of the Union Parish through citizen engagement

This Output is designed to improve the operation of governance structures and accountability systems in processes within Union Parishads. LGSP – LIC expended much effort to secure the establishment of Standing Committees and the holding of open budget sessions and display of information in UP offices. These innovations will be incorporated into the design of the wider LGSP II. However, more work is required to strengthen the *quality* of these processes. Additionally the programme will demonstrate ways to make operational the UP Act and its provisions for the newly established Ward Shavas.

Output 1 focuses on the representative aspects of Union Parishad governance. The Output will aim to strengthen the formal structures, functions and systems of the UP including operation of Standing Committees and Ward Shavas as well as the informal processes of engagement within these structures and between representatives and constituents at Union and Ward level. The Output will address two *dimensions* of improving democratic accountability at UP level.

The first will be the functional dimension of UP affairs with a focus on ensuring that UP members fulfill statutory provisions and function more effectively with regard to their stipulated roles, responsibilities and obligations. The UP Act 2009 provides a detailed framework of powers, functions and responsibilities and UPGP will aim to build the capacity of UP Chairpersons and Ward Members to implement these new responsibilities, identifying and removing bottlenecks and ensuring that elected representatives are supported with the right skills and capacities.

The second dimension is that of equitable and inclusive engagement between citizens and the UP. Activities will include activation of the Ward Shavas, strengthening of the Standing Committees which provide a forum for citizens to represent specific interest groups in areas such as health, education and agriculture as well as the interests of women and poorer members of the community, and support to Women's Development Fora.

As well as strengthening democratic accountability, increased citizen engagement will favor improved revenue collection which is supported under Output 2. Studies have illustrated the connection between citizen engagement and willingness to pay taxes.

Throughout Output 1, Capacity Building activities will ensure coverage of poverty targeting, climate change adaptation and disaster risks reduction, and equal opportunities for men and women.

Five areas of activity will be implemented under Output 2.

Activity 1.1: Coaching and Support to UP Chairs, Secretaries and Members for roles and responsibilities defined by UP Act 2009.

The District Facilitators will provide day-to-day backstopping and support to the UP Chairs, Secretaries and Members. Additional formal training may be provided if a need for this is identified in specific areas.

Activity 1.2: Activating Ward Shavas for Inclusive Decision Making

The 2009 UP Act assigns specific functions to the Ward Shava including:

- Periodic meetings (where one-twentieth of the voters must be present) to be presided over by the Ward Shava member and the concerned elected women members of the Ward as advisors;
- Contribution to preparation of the Union Parishad development plan, project proposals and prioritization of schemes
- Preparation and finalization of list of beneficiaries for development programmes and review of benefited persons under various welfare programmes (pensioners allowances, subsidies etc)

The 2009 UP Act does not specify how these roles and functions will be implemented. As a direct democracy structure an empowered Ward Shava is still at a nascent stage. UPGP will:

The project's main baseline study will include an analysis to assess existing levels of power and networks of influence in formal processes of decision-making and resource allocation in and between wards. This will identify barriers and opportunities for more equitable and transparent resource allocation in and between wards; barriers and opportunities for more inclusive participatory decision making and potential entry points to demonstrate best practice;

1.2.1 Support the UP for Ward Shava formation process (based on UP Act 2009 and relevant rules and regulations).

1.2.2 Support the UP to conduct awareness raising of Ward Shava's role, functions and citizen's engagement.

1.2.3 Orientation and strengthening the capacity of Ward Shava members for effective meetings, conflict resolution, documentation, interface with elected UP representatives and citizens etc;

1.2.4 Support Ward Shavas to conduct pro-poor planning at ward level;

Activity 1.3: Strengthening Standing Committees for Effective Governance

The UP Act provides for the maintenance of 13 Standing Committees. In practice their role and functioning is extremely limited. UPGP will focus on those committees considered most likely to play a meaningful role in planning, financing and decision-making for pro-poor development. The

following committees are provisionally identified:

- Education, health and family planning;
- Rural infrastructure development. Conservation and maintenance;
- Agriculture, fisheries, livestock and other economic development work;
- Social welfare and disaster management;
- Development and conservation of environment and tree plantation;
- Tax assessment and accounts;
- Finance and establishment.

UPGP will support the committees to broaden their vision for development and to identify community needs from the perspective of the excluded groups.[xv] The committees will be encouraged to formulate strategies and actions to promote the access of women, the poor and marginalized to quality services. Besides, project also support special committees on Budget and plan preparation. The following sub-activities will be implemented:

1.3.1 Support the UP for Standing Committee may be provided through training and backstopping .

1.2 Support the UP to conduct awareness raising of Standing Committees role, functions and citizen's engagement with the SC.

1.3.3 Orienting and strengthen the capacity of Standing Committee members for effective meetings, conflict resolution, documentation, interface with elected UP representatives and citizens etc;

1.3.4 Support to Standing Committees to develop sectoral plans in consultation with Ward members and to negotiate with the Union Parishad for effective implementation.

Activity 1.4: Up-scaling Women Development Forum

LGSP-LIC has experimented with building a network of elected women representatives (past and present) in 6 districts. This initiative is already demonstrating good results; for example, women have started to ask questions in the UP meetings and to develop their leadership abilities in a safe and collective environment. UPGP will further strengthen this network in order to promote women's role in civil society. Sub-activities will include:

1.4.1 Support to formation, orientation and registration of Women Development Forum (WDF)

1.4.2 Promoting the participation of women at Ward Shava meetings and encouraging them to join Standing Committees;

1.4.3 Strengthening of women's voice in planning for better health, education and other services;

1.4.4 Supporting WDF role in reducing reduce violence against women;

1.4.5 Monitoring efficient use of the gender UP budget.

Activity 1.5: Building Citizenship and Promoting Downward Accountability

The UP Act 2009 promotes active citizenship. Section 78 has a provision for citizens to demand public disclosure of information by the UPs. UPGP will provide demonstrable examples of the efficacy of this law in promoting development outcomes. It will engage in policy advocacy with the Information Commission and other policymakers to include the UPs in the purview of the Right to Information (RTI) Act for citizens, especially the poor when required in areas such as entitlements to subsidized rations (VGA cards), social security entitlements, scholarships for poor children and so forth. Efforts will be made to help UPs develop self -disclosure documents so that large amount information may automatically flow into the public domain.

Sub-activities will include:

1.5.1 Identification of key rights and entitlements that are particularly relevant for the poor and disadvantaged, support to citizens training and orientation on the activities and functions of UPs and the roles and responsibilities of the elected officials in accordance with the relevant law; (This will include awareness raising activities for communities on their rights and responsibilities)

1.5.2 Proactive disclosure of Information on UP resources available, tax collections and use of funds, development of communication materials and other instruments for awareness generation; (This will include the digitalization of UP information such as Development Plan, accounts, budget etc.)

1.5.3 Demonstration of best practice examples of self disclosure to encourage other UPs to follow (using peer to peer methods); and

1.5.4 Training of WDF to educate women to apply for entitlements independently.

Output 2: Improved Innovations in Pro-Poor and MDG-Oriented Planning and Financing of Service Delivery by Union Parishads

Output 2 is designed to empower UPs to exercise their mandate in planning and delivery of services that will contribute more effectively to the achievement of MDGs through revenue mobilization, strategic local development planning based, a focus on equity and improved financial management. Under this output, UPs will be assisted to prepare five year and annual development plans by involving all the stakeholders. While preparing the plan the UPs will also match their plans with relevant Upazila Parishad plan so that they can design joint project and pool resources. The Output will also encourage UPs to adopt innovative and accountable actions to address emerging challenges in areas such as climate change and social protection. UPs will conduct a sector wise gap and need analysis based on the MDG target, this will require to undertake baseline survey. The UP will Prepare a data book and various social and physical Maps clearly visualizing the existing situation in areas where interventions are required. After reasonable interval and implementation of the plan, the maps will be updated

UPGP will apply a holistic approach to enable UPs to fulfill their statutory obligations to formulate a Five Year Rolling Plan as stipulated in the UP Act 2009. To this end the programme will support a simple but systematic planning process that will enable them to examine resources, identify demands and prioritize proposals with a strong pro-poor focus. UP grants (including their performance based top up) will contribute towards funding a part of the plan and UPs will utilize other existing sources to co-fund related activities. This approach links the plan and UP resources to the Upazila line agencies and resources. Synergies will be sought through co-financing with Upazila level resources (as promoted by the partner UZGP programme). It is recognized that the

shift from annual participatory planning for micro-infrastructure to a rolling development plan will be a challenge for many UPs and the innovations will be phased accordingly. Activities under Output 2 are grouped in two areas: divided into: Enhanced planning and financial management with Performance Based Grants and Own Revenue Mobilization.

Activity 2.1 Enhanced Planning and financial management with Performance-Based Grant System

The UP will be supported to form plan and Budget sub -committees and assistance will be provided to the committees to initiate planning process with proper input from relevant Standing Committes and Ward shavas. Mechanisms will also be established to get the UP Data Book along with physical infrastructure maps and social maps on social programmes such as health, education , poverty etc are prepared. Data Book, Various maps, Plan and budget documents by observing legal provisions as well as citizen participation will be considered while assessing the performances for grants.

A foundation has been laid for performance-based grants, providing incentives to UPs, through the systems of performance assessment in the earlier Sirajganj Local Government Development Project (SLGDP) with the preparation of baselines and participatory performance assessments and allocation of grant against the performance. This has been further developed and fine-tuned under LIC, first with the introduction on new access criteria in addition to the criteria introduced by LGSP, new methods for assessment, for access to a larger amount of funds for development projects.

The introduction of performance-based grant systems (PBGS) and its impact on UP performance are well documented in Bangladesh[xvi] and abroad[xvii], and the new programme will take stock of the lessons learned, and develop a "third generation" of the PBGS focusing on a few core areas. An assessment of the performance-based grant allocation system in 2003 concluded that[xviii]: "The SLGDP provides funds directly to the Union Parishad level on a block grant basis. These funds are controlled and managed by the Unions. The grant seeks to mirror the standard ADP Grant in both size and the allocation criteria used. The key benefits associated with SLGDP were stated to include the following:

- Greater certainty in the allocation levels for the grants.
- Performance based funding (by which those UPs which have performed well in the previous year are eligible for additional funding in the next year). This has been shown to incentivize performance improvements.
- The timing of the SLGDP grant allows the UPs to undertake a better budgeting processes (the UPs usually receive notification of their ADP allocations in October, whilst annual budgets are prepared in June).
- The flow of funds directly to the UP has helped to move the focus of decision making about scheme selection and implementation to the local level."

Similar experiences have been generated from the LGSP grants and the LGSP-LIC grants from 2007-2010, where UPs have been clear about their roles and functions, focused on improved planning and financial management, gender mainstreaming as well as good governance. The experiences from the PBGS in LGSP-LIC have also been that the system needs to be kept simple, focused and managerial feasible, as the large number of UPs poses a great challenge for the assessments. It has also showed the need for a well-prepared, comprehensive training and sensitization of everyone involved, from the assessors to the recipients.

More recently a new performance manual to guide the assessment of minimum conditions and performance measures has been developed. The recently introduced system (first assessment was completed in 2010) has 7 clearly defined minimum conditions for access to funds (in addition to the LGSP minimum conditions, which have to be complied with as well) and 9 performance measures with specified indicators for calibration of performance. The 9 performance areas cover

issues such as: women's role in committees, planning, own source revenue mobilization, transparency and administration, and cover some important areas of public financial management, good governance and transparency. An independent performance review has assessed the degree to which UPs has demonstrated performance against the requirements in each of the 9 areas of performance. A first round of performance-based funding using this new system was completed in March 2010. 367 out of the 388 UPs in the 6 districts covered by LGSP-LIC will get access to the LGSP-LIC grants in FY 2010/11 and 120 of the 264, which were subject to the options for performance grants, will receive a performance-based allocation in FY 2010/11 in order to recognize their good performance in the 9 performance areas.

Despite the emerging impact, there are still a number of challenges to be tackled in the future grant system and potential for the PBGS to promote improved UP performance, particularly within four core areas. The first is related to the need to promote stronger accountability, ownership, contribution and future sustainability of the UP projects and activities. Improvement of own source revenues for UPs is a pertinent tool to ensure this, but it has been a challenge in most of the UPs to improve on this and sufficient incentives have been lacking. Most UPs are not using their full revenue potential, tax collection is often unpopular, and the introduction of other sources of revenues (grants, MP funds, development project funds etc.) increase the risk of "crowding out" and reluctance to tap into these resources with the overall risk of diminished longer-term sustainability. There is a need for a strong combination of incentives in the grant system, capacity development support and guidance.

The second concern is the targeting of UP investments. With limited resources, it is important to ensure that UPs have incentives to target gender and poverty sensitive needs, in development planning, budgeting and project implementation as well as ensure that vulnerable and disadvantaged groups are fully involved in decision-making and implementation of development within the localities. The LIC-LGSP grants have taken the first steps in this direction, but the coming programme will deepen these efforts.

Thirdly, there are increasing concerns on the extent to which UPs sufficiently include environmental and climate change considerations in their planning and project implementation cycle. These may be new focus areas in the coming system.

Fourthly, general issues on accountability, transparency and good governance persist to be important areas and challenges for UP in order to ensure a strong linkage between communities and the LGs (and downward accountability), to ensure that the needs for the citizens are addressed and that people are empowered to take actively part in the operations of their LGs. There is a clear link with Output 1.

The activities of this Output will support the development of comprehensive and Participatory plans and Budget formulation and creation of proper data base at UPs. This will include support to the creation of a plan vision among the UPs and technical draft of a perspective plan (five year plan vision). The UPs will be supported to UP Data base along with various physical maps on existing, road network, water bodies, bridges and culverts, social maps on poverty , education, health and other relevant programmes.

Sub-activities will include:

2.1.1: **Support to management and implementation of the Enhanced Planning and UP performance grant system**. The support to the planning process will look into UP 5-year visioning exercises, integrated 5-year UP plans (combining ward, standing committee and transferred line departments), and publication of UP plan book and UP data base with socio-economic and geographical profiling information. This includes designing the flow of funds, building in fiduciary checks and balances and ensuring that UP are able to adopt and sustain the system, and design of the MC/PM system to be applied. (The introduction of multi-year budgeting

will facilitate this as will the holistic approach that addresses all the resources available to the UP and not just the LGSP II grants.). The performance assessment will ensure coverage of all UPs in the 7 Districts in addition to a control group of 40-60 UPs in previously determined Districts. 2.1.2: **Support to the further development of the UP performance grant system** including ensuring its fiscal sustainability, its continuous improvement, application of international best practice in local government financial management and the options which could be considered for further replication and scaling up within the LGSP as appropriate.

Activity 2.2 Own revenue mobilization and improved local financial management

The Property Tax is the main own-source of revenue for the Union Parishads (though many properties are not included in the tax base and remain to be assessed). UPGP will pilot effective mechanisms for enhancing UP own source revenue. Improved revenue collection will be one of the performance based grant criteria and thus there is a close linkage between the two activity areas under Output 2. One of the main tasks will be to ensure that non-assessed properties are brought into the UP tax base and that all under-assessed properties receive a revised demand notice. This activity area builds on the study undertaken during the work of LGSP – LIC.[xix]

The first requirement will be to revamp the assessment methods. The aforementioned study proposed introduction of a simplified assessment method, using a few general criteria. This would then be followed by a system to generate accurate and timely billing/ demand, distribution and collection. Discounts and penalties may be introduced to encourage compliance and easy collection.

A critical and time-consuming part of this task will relate to improving and updating the existing tax database. This could be done in several ways and it is proposed to piloting different methods in different UPs to identify the most efficient and effective modality. The two main alternatives are:

- *Household Surveys:* The household inventory/ tax survey should be developed in such a manner that all attributes required to calculate the tax based on a simplified assessment form are covered in the inventory. Each property should be assigned a unique identification number, which will help trace all the details of the household. The implementation of the survey could be out-sourced to a private firm or NGO or the UP may undertake the survey in-house by recruiting enumerators who could be paid directly.
- *Self-Assessment:* This entails households filling up a simplified self-assessment form that would capture all key property details. Union Parishad members could assist households to fill up details. The forms would need to be collected up by the UP and checked against the existing property tax register. The UP will need to verify that the self declared property tax rates is not less than the past amounts collected unless there is good reason. Women headed households and illiterate poor households should be supported by the UP facilitator to calculate their property tax.

Sub-activities will include:

2.2.1 Design pilot strategy for enhanced revenue mobilization by UPs (including option for 2-3 simultaneous pilots in different UP groups)

2.2.2 Orient and train UPs (including peer learning, exposure visits, sharing of good practices) and other LG levels for pilot activities

2.2.3 Roll out pilot revenue mobilization enhancement activities in the area of :

- extended local revenue base
- simplified assessment methods using household survey and / or self assessment;
- improved collection and management system;

2.2.4 Conduct Own Revenue Raising promotional activities (tax fair, rewarding top 10 taxpayers etc) including awareness raising and citizen oversight;

2.2.5 Roll out successful innovations to all target UPs by end of project.

Output 3: Strengthened technical of Local Government Division for effective policy review, monitoring, lesson learning and capacity development of LGIs for enhanced Local Governance

The two local governance projects– Union Governance Project and the Upazila Governance Project will jointly support the development of the policy framework and institutions supporting Local Governance. Output 3 is common to both projects but will be operationally located mostly under the UZGP project for operational facilitation.

Whilst Bangladesh has fairly well developed institutions for local government training (i.e. NILG, BARD, RDA and other sectoral training institutions), the national policies and institutional leadership needed to guide capacity development and technical backstopping of elected representatives require strengthening. Although the Ministry is currently developing rules and regulations to complement the UP and UZP Act 2009 there is yet no established system for effective supervision, coordination, and oversight to current and future investments in strengthening the capacity of LGIs to fulfill their mandates.[4]

Sustainable capacity development goes far beyond training and addresses capacity development at the individual, organizational and enabling environment levels. The present political context in Bangladesh offers both challenges and opportunities for establishing a coherent, comprehensive, effective, and context-specific strategy and policy framework for local government capacity development. As noted above, there are already functioning processes, existing institutions and lessons from previous initiatives. On the other hand the legislative framework is weak; Bangladesh has only disjointed pieces of tier-specific legislation, such as the Union Parishad Act, Upazila Parishad Act, City Corporation Act, and Pourashava Act. But such isolated legal instruments cannot be expected to do the job of a comprehensive policy framework. Although respective local government institutions have been formed (UP, UZP, City Corporation and Pourashavas) on the basis of those laws, it is not yet clear how capacity development for these institutions (individual and organizational capacities, but also relational/coordination capacities to other institutions and stakeholder groups) can best be managed, let alone articulated and implemented.

An effective local government capacity development framework involves institutions at three levels, i.e. macro, meso and micro; or national, regional (district) and local levels. Bangladesh has a well-developed training system but lacks a macro-level policy and management structure. It also has institutions including BARD; NILG; and RDA in the public sector, as well as private sector organizations and NGOs such as Brac and others that could be better utilized if coordination was

[4]The NILG is closely engaged in the delivery of capacity development support provided within the LGSP and LGSP-LIC. This support, however, can be considered a separate line of business delivering on behalf of projects. For example, there is an Upazila Resource Team [URT] for the core government support and a separate URT for the LGSP, and the Union Facilitation Team in the LIC is institutionalized within the targeted UPs but not yet in a national training and capacity development system.

improved. In addition, Bangladesh has a long tradition of grassroots level training management, initiated in the 1960s with the TTDC (Thana Training and Development Centre currently renamed as UTDC). The UTDC system could be revived under the new context with proper support. The newly formed UZP could potentially play a key role in reviving the local level training implementation with proper technical and financial support from national levels, as well as a functional policy framework within which to operate.

Reflecting the above, Output 3 of the program will have the following areas:

Activity 3.1 Support to a Policy Advisory Group and National Framework for Local Government Policy and Capacity Development

The purpose of a Policy and Capacity Development Advisory Group is to enhance the policy development function in government and create a coordinated framework for support to LGI capacity development. The aim is to support a process of incremental change towards sound policies for Decentralisation and Local Governance as well as Capacity Development in this context. The Policy Advisory Group will learn and review from field experience and advocate for change at national level. It will be a think tank of the Ministry on key policy issues led by the LGD. Members will include local government practitioners, academics and civil society. The Policy Advisory Group will foster an environment that is conducive to reflection, debate and discussion removing constraints posed by routine office work. The main functions of the group may revolve around:

- Development of proposal for national framework for Local Government Policy and Capacity Development and its corresponding implementation strategy
- Policy Review, Critical Analysis, Commissioning of Policy and Action Research and facilitating Policy Dialogue with Key Stakeholders;
- Support for Drafting of Rules and Regulations;
- Support the review process of UPGP and UZGP learning generation and identification of best practices for replication and up scaling recommendations.
- Promoting Aid Effectiveness in Support for Local Governance.

The Policy Advisory Group will be formed in the start-up phase of the program and will work under a Terms of Reference, which may be amended during the duration of the project to suit policy developments. The group will report directly to the Minister for Local Government. Apart from the immediate advisory role related with this project, the Advisory Group shall also be tasked to prepare the ground for the lead institution/body that will eventually take over the role on a permanent basis. Participation of key government stakeholders during the formulation phase is expected to ensure ownership and follow-up.

The composition of the lead institution would be decided by the Government of Bangladesh but is likely to include board members from public administration and elected representatives of all levels of local government including Bangladesh Union Parishad Forum (BUPF), from concerned central Ministries, experts, civil society and the private sector. It is envisioned that the permanent by-laws governing membership of the institution will be finalized by the second year of the program. These determinations will need to take a number of factors into account. For example, it may be prudent to have rotational board membership from various sectoral ministries to enhance horizontal coordination and incorporate a multiplicity of perspectives on the capacity needs and strategies for LGs. An effective lead institution for LGI capacity development will need to be headed by a chairperson with the appropriate authority and convening power. It is expected the Group will be kept to a limited number of members to ensure best functioning. It would also need to be responsive to the demands from the LGs themselves, and be able to help incorporate feedback and learning about what is working and not working into the national strategies and

policies. Over the course of the project period the new institution is expected to take over the responsibility for advising the Government of Bangladesh in the finalization of the National Policy and Capacity Development Framework for Local Government.

The Upazila Governance Project and Union Parishad Governance Project will provide initial funding support to core staff members of the Policy Advisory Group. As part of the annual planning cycle, the Policy Advisory Group will determine an annual work programme that corresponds to the needs of the Parliamentary Group on Local Government, Ministry and other main actors, and issues that are identified jointly by project partners as emerging themes/topics.

The Programme will also support action research pieces that are outsourced to external agencies as and when the need for short-term external assistance arises. Given the vast array of issues that Local Governance and Decentralization Policy encompasses, the core staff of the Policy Advisory Group are expected to manage a number of such projects in parallel to their regular and ongoing work.

In addition, the Programme will fund basic amenities (i.e. basic office equipment) and overheads for travel and operational costs during the duration of the programme. The Government of Bangladesh will depute select Government staff to the Policy Advisory Group who will work closely with non-government staff, take the research and policy advocacy agenda forward within the Government structures and who will ensure sustainability of the Group after programme closure. There are three activity areas for this sub output.

- 3.1.1 **Support to core functions of Advisory Group**. Financing of activities of key staff and other core requirements. This will be on an interim basis until the mainstream institution is created.
- 3.1.2 **Support to the development of a National Framework for Local Government Policy and Capacity Development**. This activity area will enable the Advisory Group to work with other bodies (such as the SDC and JICA supported NILG and BARD) to develop the national framework and the strategy for implementing it.
- 3.1.3 **Support to action research on local governance**. This activity area will enable policy research that is rooted in the actions of local governments through the UZGP and UPGP and therefore able to have increased policy impact.

Activity 3.2 Support to LGD (MIE wing), DLG (Division level) and DDLG (District level) for backstopping and monitoring of local government (UZP and UP)

At national level, the MoLGRD&C is responsible for providing backstopping support and services to Local Governments, but due to limited human resources the capacity to do so is extremely limited. It is expected that the GoB would review the backstopping support structure for Local Governments in the context of the National Capacity Development Framework. As part of its support to the CD Framework, this programme aims to strengthen MoLGRD&C's existing capacity to build a conducive and enabling environment for well-performing Local Governments by providing policy advisory and research support.

The programme will assist the Department and the relevant Offices at Division and District level in a self-assessment and identification of capacity gaps. This will be followed by the development of a response strategy in view of strengthening relevant institutional capacity to provide backstopping and support to Local Governments. Additionally, targeted interventions such as leadership development and technical skill enhancements may be undertaken to unlock the potential of individual stakeholders. When implementation bottlenecks are identified the programme will work closely with the Policy Advisory Group (see below) to advocate for appropriate adjustments and/or amendments of rules, procedures and structural set-ups.

To assist the DLG and the Divisional and District Offices in discharging their functions supporting UP and UZP governance, it is envisaged that output 3 will focus on the development of a pool of trainers with expertise in select disciplines. This pool may comprise existing departmental functionaries working at district/ Upazila level and/ or a network of individuals with specific skills who are readily available to provide training and handholding to UPs and UZPs. This latter group may comprise retired government officers, school teachers, doctors, accountantsetc with skills in disciplines such as planning, finance and social development, civil engineering, agriculture etc who reside within the locality. Such persons can be available to provide their services as and when required. This demand based model of support will be sustainable and will be low cost. The programme will provide support for the identification and empanelment of these trainers, delivery of training of trainers (ToT) programmes in each district and a budget for meeting the honoraria and related costs of local training delivery. Structured training course should ideally comprise a mix of government and independent resource persons. The programme will aim to initiate this model of decentralised training and institutionalise this appropriately over time. Here, it may be useful to consider linking this initiative to a dedicated ToT function in NILG. A key aim will be the empowerment of elected officials.

As part of the support, it is proposed that the new programme will provide LGD with capacity support for strengthening monitoring, inspection and evaluation processes. The current monitoring system of the MIE Wing in LGD is weak and there is limited technical capacity, systems and resources at all levels (LGD, DLG, DDLG) to undertake this task. The MIE wing is currently headed by the LGSP LIC NPD, which provides an additional strategic advantage to strengthen monitoring capacities. Some of the main problems associated with the MIE function including: insufficient staff in MIE Wing, weak focus on the MIE function resulting in DLG, DDLG diverted in other areas, low motivation of staff as they are not properly trained and oriented.

To address these problems, the three building blocks of the proposed support strategy will include: institutional support and strengthening of MIE wing, reinforcing MIE function of DLG/DDLG and establishing web enabled MIS. Complimentary activities will include: orientation and training of the users at UP level, accessing relevant information at Upazila level for supporting UP and linking MIS to the performance-based grant mechanism. All UZPs will digitally be linked with MIE Wing, DDLGs and DLGs.

Through the UP programme support will be provided for the MIE Wing to develop a robust M&E system that will be piloted in 7 districts (Unions and Upazilas), and which can subsequently be applied across all LGs. The LIC component has already formulated an M&E strategy for LIC districts. This includes formats, tools, indicators and the reporting lines (see further details in annex).

A separate but related monitoring function is monitoring local government development and democracy outcomes. This may include working with national and UZP statistics bureaux as well as offices for the registration of births and deaths. The aim is to have in place UZP-wide data that can be used within accountability processes to help assess whether UZP plans are appropriate andwell targeted, for example the tracking of infant and maternal mortality rates. This activity will be linked to the localizing the MDGs programme.

The programme will develop processes for carrying out low cost UZP governance assessments within the framework of existing surveys and by inclusion of governance assessment data collection within existing UZP socio-economic household survey. This may also be linked to the assessment of the UP performance under the testing of the performance-based grants and of the UZPs and UPs use of grants. These processes will include the collection and analysis of 'governance' and 'democracy' related indicators.

Division and District level Interventions through UPGP

Planning and budgeting are two of the functions considered key to bring discipline and transparency in development functions of LGIs. There is absence of proper support and monitoring system to ensure planning and budgeting at UP, UZP and Pourashavs. There are positions in the field level administration of the government for the purpose of backstopping, technical support, supervision and monitoring of LGI activities. There are designated officials at Division and district levels known as Director (Local Government) and Deputy Director (Local Government) at Divisions and Districts. The Projects UZGP and UPGP will nationwide initiate a process to activate the role of Director and Deputy Directors with the activities like, supporting the Directors and Deputy Directors to perform according to the ToR, they are provided by the government; arrangement of special orientation programme for the field level officials to enable them to facilitate, monitor and evaluate the plan and budget of LGIs conforming to the existing law of the land; providing monitoring tools to the field level officials to enable them to monitor and evaluate LGI activities; facilitate visit, interaction and inspection of LGIs by the divisional and district officials; organizing district level learning workshops with the UPs, pourashavas and UZPs; assisting existing District councils (Zila Parishads) to create planning linkages with the UP, UZP and Pourashavas.

This particular activity of the project will cover all the all the 64 districts of Bangladesh. As three Hill Districts of Bangladesh are covered by UNDP's CHTDF project, the support to those three districts may be coordinated with the CHTDF. The rest of the districts can be supported from the UPGP.

There are three activity areas for this sub output.

- 3.2.1 **Support to LGD (MIE wing) to develop and operationalize a general strategy for UP and UZP performance monitoring (including roll out to Division and District level).** This will support the MIE wing to fulfill the functions required for monitoring UP and UZP performance. It is of particular relevance to the performance grant system. This will include ensuring coordination of UP plans by District DDC and linkages with District-UZP-UP plans.

- 3.2.2 **Support to the development, collection and analysis of governance and 'democracy' indicators**.This activity area will support the DLG in the development and use of a wider range of indicators that will feed into the work of the Advisory Group.

- 3.2.3 **Support National training institutions and private sector agencies in training and backstopping of UPs and UZPs.** The activity will include training and backstopping support. It will include support to national training institutions and specialized private sector agencies for technical backstopping for UZPs and UPs and the provision of training (through the ToT) method referred to above, and the identification of training needs of elected officials in areas such as leadership, literacy and others.

Activity 3.3 R&D for Knowledge Generation

The project will provide for a flexible Research and Development fund that will allow the generation of knowledge products through studies, assessments, surveys, policy dialogues and other tools. The aim of this fund will be to allow for complementary research directly related to the activities of Output 1 and 2 in view of developing or reviewing pilot activities as well as to look into broader National Policy level areas related to Local Governance.
This set of activities will also aim at ensuring the implementation of a strong project M&E system that will allow regular review of the piloting and innovation undertaken under the project for further analysis and dissemination as appropriate.
As set of exercises related to:

- Comprehensive baseline data survey
- Mid term and final project progress review
- Mid term and final learning documentation (including impact assessment)
- Project M&E system (including MIS facility)

Sub activities will include:

- 3.3.1 R&D fund for knowledge Generation activities
- 3.3.2 M&E and project learning review

See M&E section below for further details.

Output 4: Project Management

The project will support effective project management support to implementation of the activities mentioned in the outputs above. The will encompass, the support to the following activities:

- Support to Project board, national project director and project manager,
- Support to field level project implementation
- Technical assistance for activity design and implementation
- Financial management
- Logistical support to project implementation

Annex 5
Technical note on UP Performance Grants

Purpose and design features of the UPGP performance grants

LGSP-LIC – piloted a special funding system with separate grants with a significant volume to test the general absorption capacity of UPs, as the existing LGSP basic grants have already increased (based on the lessons learned); as is expected to continue increase in the LGSP-II, and as this system is mainstreamed into the overall GoB funding system, the PBGS will undergo some adjustments.

The new performance-based grants will instead be based on a fiscal "topping up" of the existing GoB annual block grants (supported by the LGSP) to pilot promotion of performance improvements in specific core areas and provide additional funding to the well-performing UPs within the geographical coverage of the programme. The grant will focus on targeted areas of UP performance within cross-sectoral performance areas (as the UP grants are not sector specific) such as: development planning, accountability, project implementation capacity, own source revenues, poverty targeting/equity (e.g. the extent to which the development plan target the poor), gender and (perhaps) environment/climate change adaptation. The indicators will be designed, based on the experiences from SLGPD, the Minimum Conditions in the LGSP-LIC and two rounds of assessments of the existing performance-assessment manual (which includes both MCs and PMs), and will be based on the following design objectives and principles:

- Improve UPs' performance by focusing on UP's **incentives**. This in turn is expected to result in a more effective and accountable UP service delivery and development focus. The system serves as a working tool for annual adjustment of the grant allocation system, whereby good performance is rewarded;
- **Safeguard that a minimum capacity** is in place to receive and handle the block grants efficiently and according to the objectives of the Programme (i.e. ensure a minimum UP absorption capacity);
- Related to the first objective, the system should lead to improved **dialogue** between the UPs and the citizens and strengthened downwards accountability;
- Assist the UPs to identify functional **capacity building** needs/gaps. The annual assessment is a major input in the development of a capacity building plan and strategy for future enhanced capacity. The performance assessment is not supposed to be a full scale capacity needs assessment exercise, but the results from the annual assessments will provide important information about the strengths and weaknesses of the UPs and will be useful as point of departure for better targeting of the future assistance;
- Form a part of a general **monitoring and evaluation** system.

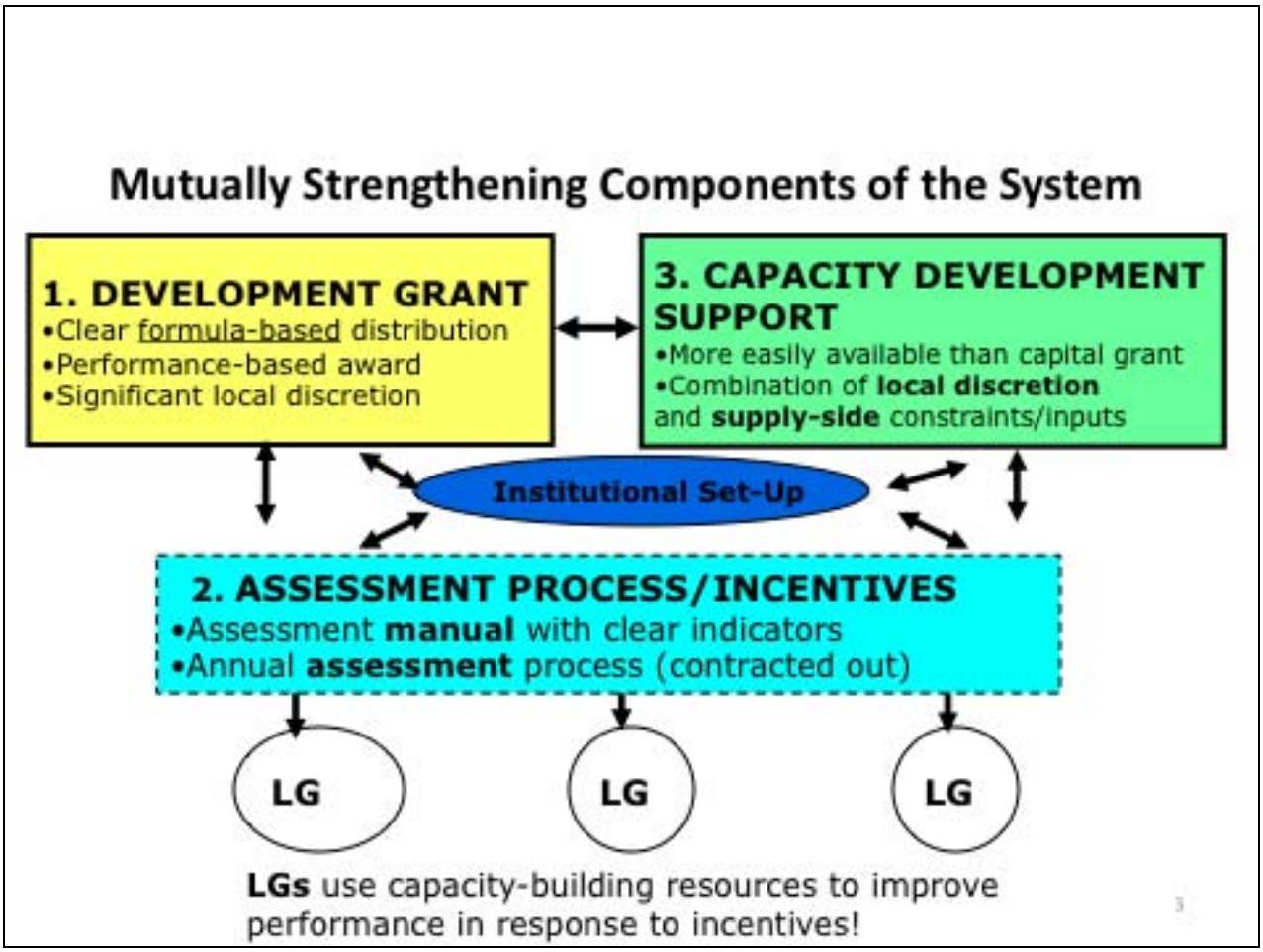
The assessment will be an important component of the general UP monitoring and evaluation systems and will provide information to GoB and other stakeholders on challenges and required changes and reforms. However, it is important to emphasize that this system cannot cover all M&E needs, as there are indicators, which are important for M&E purposes, but which cannot be applied to adjust the grants, such as outcome data and impact indicators.

In the future programme, the first objective will be the top priority, and the minimum absorption capacity is expected to be safeguarded in the LGSP/GoB annual grant minimum access conditions, hence the future system under this programme may only focus on more qualitative performances in a few targeted areas which can then be scaled up in the wider LGSP.

A proper incentive system for UP's performance is seen as one of the important programme means to improve the capacity of the UPs as responsible, accountable and responsive,

government units at the grassroots. Ideally, the following mutually strengthening triangle should be established between: 1) the performance incentive system promoting performance improvements, 2) the development grants and 3) the capacity building support, facilitated by a strong institutional arrangement (including good systems for support to the assessments – in a neutral, objective and professional manner)[xx]. These components have all been included in the LGSP-LIC, but the links will be further strengthened in this programme. The figure below describes how the elements in the PBGS and in the programme will be mutually strengthening.

Figure 1. Links between elements in a performance grant system



The performance-based grant system will typically require a stronger grant management arrangement than more simple formula based systems, as the assessments and monitoring will require capacity in the planning and implementation. Experiences have shown that this investment has a high level of return in terms of improved performance in core areas of importance for management of development investments (from planning, implementation to project monitoring).

The programme indicators and the scoring will be elaborated in the up-start phase of the programme, with TA assistance, after review of the experiences from the ongoing piloting of the 9 performance areas, but the following principles will be applied in the selection:

- Utilize the experiences from previous testing and piloting, particularly the SLGDP, LGSP-LIC-I and from a range of other countries, which have recently introduced rather similar systems with encouraging results;
- Support UP compliance with statutory requirements (government laws and regulations[xxi]). Although this is a guiding principle, the performance measures may also support areas

outside of these, particularly within good governance and transparency. It is important that UPs through the capacity development support receive support and guidance on how to improve performance in these areas (e.g. it will not be prudent to assess very complicated new requirement and systems, if UPs have not been sensitized and trained in the utilization and/or informed about these new developments);

- Use a combination of minimum conditions (MCs), which are basic areas to safeguard against misuse of funds (designed as on-off triggers) and more qualitative performance measure (PMs) to promote good performance (used to adjust the size of the grants). The MCs for the LGSP-II may be applied if these provide sufficient safeguards and this programme may focus only on the PMs;

- Wish to ensure that the core areas are well targeted and avoid too many indictors of insignificant importance. However, some indicators are included to raise future awareness and identify capacity building gaps and these may be increased in importance over time;

- Focus on the core generic areas of performance under the UP control, such as financial management, revenue mobilisation, poverty targeting of funds, participation, transparency and good governance, i.e. not move into service delivery output areas at this initial stage, as these areas are still not under the UP control and as this will make the system overly complex, and or bias the investments into certain sectors;

- All the indicators should be under the UP control and the performance attributable to the UP activities, i.e. the system cannot move into indicators on sector output and outcomes, as these areas are still largely outside of the UP control (and/or should be introduced in a subsequent phase, when the UP system of service delivery is more mature and the legal framework better clarified);

- Balance the system against the core grant objectives and the policy intensions behind improved UP performance, e.g. participatory planning, poverty reduction and revenue mobilization are seen as some of the core areas where improvements are strongly required. Hence, some areas are seen as more critical than others and should be allocated a higher scoring weight. Identification of the specific indicators to be measured to reflect the most critical aspects of the UPs performance and the specific scoring will be done in the first 6 months of the programme. The system will pay special attention to poverty/equity, revenue mobilization and inclusive planning and involvement of citizens;

- The system should be designed to promote incentives, but also to identify capacity development gaps and provide input to the overall M&E system of UPs (however, the incentive framework is the most important objective). The capacity development support should be linked to the results of the annual assessments;

- Address the UP functional weaknesses as identified by various stakeholders in the dialogue and from previous piloting;

- The requirements in the minimum conditions and performance measures should be realistic, achievable, but still sufficient demanding to promote improvements;

- The system should be based on a clear and simple scoring system. It is recognized that more qualitative indicators require more field testing and control than more simple quantitative indicators;

- The system should supplement and utilize the results from the entry level audit of LGSP, to the extent this system will be continued.[xxii] The assessment should be neutral and of a high professional quality and be linked to the audit process. It should be explored whether the audit and the performance assessments can be conducted jointly to reduce transaction costs.

The manner in which these indicators are shaped, the way the scoring is structured, etc. have an important bearing on the acceptance and credibility of the entire system when applied at the local level. In accordance with the principles of UPGP, the main guiding principle for the final selection should be based on the wish to support the grant objectives with practicality and *simplicity* in the selection of various options, but also the wish to avoid establishment, running and expansion of several parallel performance assessment systems in future, covering more or less the same issues (e.g. such as performance in planning, budgeting and financial management). In any case it is important that the indicators are clear, transparent, and exhaust the key performance areas consistently, promoting the overall objectives of the transfer scheme.

The LGSP-LIC grant is a multi-sectoral grant scheme and this also has an important bearing on the final selection of indicators[xxiii]. There are **core generic issues** and severe weaknesses to be addressed in all UPs, particularly in the field of financial management and governance. The indicators to be selected may ensure promotion of the following areas:

- Efficient revenue mobilization.
- Participatory and inclusive planning, budgeting and budget execution processes;
- Support improved participation and involvement of women in development matters;
- Poverty and vulnerability focus;
- Improved financial management systems and procedures (e.g. accounting and procurement);
- Improved accountability and transparency;
- The options for the system to address environmental and climate change concerns will be explored.

The allocation formula to be applied will be the basic simple annual block grant formula used by the GoB, combined with the performance criteria, i.e. the basic annual block grant allocation will be adjusted against the performance of the participating UPs in the programme – with a certain percentage. The system should ensure that the performance incentive is at minimum 20-30 % of the block grants to provide sufficient incentives to the UPs to improve performance, and to ensure that the UPs can do something meaningful to address the objectives targeted. With a budgeted average 30% topping up of the existing block grants,[xxiv] which is expected to be around 1 million Tk per UP in 2011/12, the average costs per UP p.a. involved in the programme will be 0.3 million TK. It is expected that around 400 UPs will be included in the performance component of the programme. In addition to the costs of the grants, the programme will also bolster the costs of the assessment, monitoring etc. and provide technical assistance to the establishment of assessment systems, reforms etc. The performance grant may be adjusted by 5% increment every year to compensate for inflation, this arrangement will be set up in agreement with GoB and within available resources.

A control group of 40-60 UPs in three pre-selected Districts will be covered by the performance assessment and will ensure baseline comparison and monitoring of performance progress in targeted areas.

Annex 6 Budget tables and Work Plan
(See excel document)

i Brigitta Bode, Analyzing Power Structures in rural Bangladesh, CARE Bangladesh, 2004

ii Aminuzzaman, Salahuddin (2008), Governance and Politics: Study on the Interface of Union Parishad, NGO and Local Actors, Institute for Environment & Development (IED), Dhaka.

iii Rural Bangladesh – Socio-Economic Profiles of WFP Operational Areas, WFP 2006

iv Holland et al 2008 case study on citizen voice

vii Research compiled based on macroeconomic indicators shows that significant rural-urban imbalances persist in income levels and access to economic opportunities. See Zhuang, Juzhong. 2010. Inequality and Inclusive Growth in Asia Measurement, Policy Issues, and Country Studies. Anthem Pr.: 15, United Nations Economic and Social Commission for Asia and the Pacific. 2010. "Economic and Social Survey of Asia and the Pacific: Sustaining Recovery and Dynamism for Inclusive Development." 151, Asian Development Bank. 2004. "Key Indicators - Poverty in Asia: Measurement, Estimates, and Prospects." Social Development: 26-27.

viii Deepening Local Democracy and Scaling Up Support for the MDGs through Upazila and Union Parishads, September 2010

ix Sirajganj Impact Study (2003) Richard Slater and Andrew Preston, GHK International

x This was agreed at a meeting between UNDP, UNCDF and the Secretary of MLGCRW LGD division in May 2010

xi These lessons (such as the provision of district facilitators and the recognition of a wider absorption capacity) have been incorporated into the wider LGSP practice and will influence the design of LGSP II

xii Dr. Akhter Hussain, Documentation and Dissemination of Learning of LGSP-LIC,UNCDF, 2009 . and Dr. Zarina Rahman Khan, Women's Participation in Local Development in the LIC Districts in Bangladesh, ,UNCDF, 2009

xiii Article 59 provides that 'Local Government in every administrative unit of the Republic shall be entrusted to bodies, composed of persons elected in accordance with law. It provides the broad functions of local government as: 'administration and the work of public officers; the maintenance of public order; the preparation and implementation of plans relating to public services and economic development'. Article 60 provides powers for LGs to impose taxes for local purposes, to prepare their budgets and to maintain funds'. Article 11 provides effective participation through elected representatives in administration at all levels.

xiv See programmatic framework

xv The vision will be manifest in seeing beyond construction projects to Infrastructure (Physical and Social) and Services. The purposefulness of this exercise will be demonstrated in the shift from efficiency (in rapidly creating construction based projects to address infrastructure gaps) to effectiveness (in linking infrastructure and services to the needs of the people to best utilize the infrastructure for all).

xvi See e.g. GHK, produced for ADB; UNCDF and UNDP: "Local Governance and Service Delivery to the Poor", 2003. See also the report by Jesper Steffsen, partner in Nordic Consulting Group, and Professor Salahuddin M. Aminuzzaman: "Developing Performance Linked Block Funding System", July Mission Report, 2004 and Chapagain, Yadab: "Technical Support Mission to Refine and Finalise the Performance Based Funding System", Mission Report October 2006.

xvii E.g. See Steffensen, Jesper: "Performance- Based Grants – Concept and International Experience", forthcoming UNCDF publication", 2010, which has experiences from 15 developing/middle income countries applying PBGS.

xviii GHK op cit.

xx The figure is originally developed by Ssewankambo, Emma and Steffensen, Jesper (2001).

xxi This has been expressed as a strong wish by the GoB.

xxii The LGSP –II design is yet to be made, and the programme will be flexible in the alignment and harmonisation process.

xxiii E.g. sector grant systems may intend to support the performance in some more specific sector grant areas.

xxiv Remark that some may receive more than 50 % topping up, depending on the basic allocation formula and the actual performance in the annual assessments.

UPGP Annex 6a BUDGET SNAPSHOT

Note: Donor contributions and exchange rates may vary until the time of signature. Proportions will be respected for allocation between agencies.

**Italic figures are estimates*

Distribution by Output and Agency		UPGP	UNDP	UNCDF
Output 1	Total	$1,834,250	$1,834,250	$0
Output 2	Total	$10,316,899	$1,085,169	$9,231,730
Output 3	Total	$2,100,263	$1,984,263	$116,000
Output 4	Total	$2,267,658	$2,160,160	$107,499
Total Programmable Budget		$16,519,070	$7,063,841	$9,455,229
GMS 7%(ESTIMATE, GMS will be charged as 7% of the Donor, non-UN, contributions to programmable costs, exact amount to be determined once donor contribution amounts are received in USD)		*$911,335*	*$389,703*	*$521,632*
1% AA fee (ESTIMATE on Danida contribution,exact amount to be determined once Danida's contribution is received in USD)		*$55,856*	*$55,856*	
Unprogrammed budget		*$904,848*	*$389,084.64*	*$515,763.36*
	Total	*$18,391,108*	$7,898,484	$10,492,624
			43%	57%

UPGP Funds Managed by Agency		USD	UNDP 43%	UNCDF 57%	in Donor currency UNDP	in Donor currency UNCDF
Donor Contributions	DANIDA	*$5,585,552*	$2,401,787	$3,183,765	DKK 10,750,000	DKK 14,250,000
	EU	*$9,305,556*	$4,001,389	$5,304,167	EUR 2,881,000	EUR 3,819,000
	Total	$14,891,108	$6,403,176	$8,487,931		

Funds Contribution by DP		USD	Donor Currency	Exchange rate (UN nov 2010)	EUR conversion given to EU	Contribution % to total cost
Total Project Budget	UNDP	$2,000,000	USD 2,000,000	1.000	*EUR 1,440,000*	11%
	UNCDF	$1,500,000	USD 1,500,000	1.000	*EUR 1,080,000*	8%
	DANIDA	*$5,585,552*	DKK 25,000,000	5.371	*EUR 3,581,993*	30%
	EU	*$9,305,556*	EUR 6,700,000	0.720	*EUR 6,700,000*	51%
	to be mobilized	*$0*				0%
	Total	$18,391,108			*EUR 12,801,993*	100%

TOTAL PROGRAMME OVERVIEW Contributions allocation per Agency		UPGP	UZGP	
	UNDP	43%	77%	61%
	UNCDF	57%	23%	39%
	Total	100%	100%	100%

UPGP Annex 6b Detailed Budget

Sl. No	Output		Activities				Year 1			Year 2			Year 3			Year 4			Year 5			TOTAL
						Eu	Unit	Cost	Amount	Unit	Cost	Amount	Unit	Cost	Amount	Unit	Cost	Amount	Unit	Cost	Amount	Amount
	Output 1: Strengthened Democratic Accountability of the Union Parishads through Citizen Engagement								-			-			-			-			-	-
		1.1	**Coaching and Support to UP Chairs, Secretaries and members on roles and responsibilites defined by UP Act 2009**																			
		1.2	**Activating Ward Shavas for inclusive Decision Making**																			
		1.2.1	Support Ward Shava formation process	*UNDP*	*CS*	*5.2.1*	1	70,000	70,000			-			-			-			-	70,000
				UNDP	*NTA*	*1.3.2*	1	9,000	9,000			-	1	9,000	9,000			-			-	18,000
		1.2.2	Support UP to conduct awarness raising on WS role and functions	*UNDP*	*WS*	*5.5.1*	400	100	40,000			-	400	100	40,000			-			-	80,000
					IEC	*5.6*	1	10,000	10,000			-	1	10,000	10,000			-			-	20,000
		1.2.3	Orientation and strengthening of WS members (meeting, conflict resolution, documentation, interface with UP and citizens etc..)	*UNDP*	*Training*	*5.4.1*	7	5,000	35,000	7	5,000	35,000	7	5,000	35,000	7	5,000	35,000			-	140,000
		1.2.4	Support WS to conduct pro-poor planning at ward level	*UNDP*	*NTA*	*1.3.2*	2	9,000	18,000	2	9,000	18,000	2	9,000	18,000	2	9,000	18,000			-	72,000
		1.3	**Strengthening Standing Committees for Effective Governance**	*UNDP*					-			-			-			-			-	-
		1.3.1	Support Standing Committee formation process	*UNDP*	*CS*	*5.2.1*	1	70,000	70,000			-			-			-			-	70,000
				UNDP	*NTA*	*1.3.2*	1	9,000	9,000			-	1	9,000	9,000			-			-	18,000
		1.3.2	Support UP to conduct awarness raising on SC role and functions	*UNDP*	*WS*	*5.5.1*	400	100	40,000			-	400	100	40,000			-			-	80,000
					IEC	*5.6*	1	10,000	10,000			-	1	10,000	10,000			-			-	20,000
		1.3.3	Orientation and strengthening of SC members (meeting, conflict resolution, documentation, interface with UP and citizens etc..)	*UNDP*	*Training*	*5.4.1*			-	9,000	30	270,000	9,000	30	270,000	9,000	15	135,000			-	675,000
		1.3.4	Support SC to conduct sectoral pro-poor planning	*UNDP*	*CS*	*5.2.1*	400	200	80,000			-			-			-			-	80,000
		1.4	**Up-scaling Women Development Forum**	*UNDP*					-			-			-			-			-	-
		1.4.1	Support WDF formation, orientation and registration	*UNDP*	*NTA*	*1.3.2*	2	9,000	18,000			-	1	9,000	9,000			-			-	27,000
				UNDP	*Training*	*5.4.2*			-	1,350	50	67,500			-	1,350	25	33,750				101,250
		1.4.2	Promotion of participation of women in WS and SC meetings	*UNDP*	*WS*	*5.5.1*			-	1,350	10	13,500			-			-			-	13,500
		1.4.3	Strengthening women's voice in planning for health education and other services	*UNDP*	*CS*	*5.2.1*			-	1,350	10	13,500			-			-			-	13,500
		1.4.4	Supporting WDF in reduction of violence against women	*UNDP*	*CS*	*5.2.1*			-	1,350	10	13,500			-			-			-	13,500
		1.4.5	Empowering WDF for monitoring of efficient use of women allocated budget	*UNDP*	*WS*	*5.5.1*	55	200	11,000	55	200	11,000	55	200	11,000	55	200	11,000			-	44,000
		1.5	**Building Citizenship and Promoting Downward Accountability**	*UNDP*					-			-			-			-			-	-
		1.5.1	Study on key rights and entitlments for poor and disadvantaged citizents to make RTI act effective	*UNDP*	*NTA*	*1.3.2*	2	9,000	18,000			-	2	9,000	18,000			-			-	36,000
					ITA	*1.3.1*	1	20,000	20,000			-	1	20,000	20,000			-			-	40,000
		1.5.2	Disclosure of information on UP resources available, tax collection and use of fundstax collect	*UNDP*	*IEC*	*5.6*	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000			-	40,000
		1.5.3	Disemination of best practice examples of self disclosure (peer to peer)	*UNDP*	*WS*	*5.5.1*	400	100	40,000	400	100	40,000	400	100	40,000	400	100	40,000			-	160,000
		1.5.4	Train WDF to apply for entitlements independently	*UNDP*	*Training*		1	2,500	2,500			-			-			-			-	2,500
	Sub-Total = Activity 1								510,500			492,000			549,000			282,750			-	1,834,250

2	Output 2: Innovations in Pro-Poor and MDG-Oriented Planning and Financing of Service Delivery by Union Parishads	2.1	**Support to management and implementation of the UP performance grant system**						-			-			-			-			-
		2.1.1	Support to management and implementation of the Enhanced Planning and UP performance grant system.						-			-			-			-			-
			Preparation of PBGS manual (including review of previous system)	UNCDF	ITA	1.3.1	2	20,000	40,000			-	1	20,000	20,000			-	1	20,000	20,000
				UNCDF	NTA	1.3.2	2	9,000	18,000			-	1	9,000	9,000			-	1	9,000	9,000
				UNCDF	IEC	5.6	1	20,000	20,000			-	1	20,000	20,000			-			-
			Performance assessments	UNCDF	CS	5.2.2	1	80,000	80,000	1	80,000	80,000	1	80,000	80,000	1	80,000	80,000			-
			Financial Management capacity building and fiduciary mechanisms	UNCDF	Training	5.4.2	1,350	65	87,750			-	1,350	40	54,000			-			-
			Design UP MDG Planning tool (50% in UZGP)	UNDP	NTA	1.3.2	1	9,000	9,000			-	1	5,000	5,000			-			-
				UNDP	CS	5.2.2	1	10,000	10,000			-	1	5,000	5,000			-			-
			Disseminatation and validation of MDG planning tool	UNDP	WS	5.5.2	8	1,000	8,000			-			-			-			-
				UNDP	Training	5.4.2	6,750	30	202,500			-			-			-			-
				UNDP	Print	5.1	4,500	1.50	6,750			-			-			-			-
			UP MDG planning backstopping for roll out	UNDP	CS	5.2.2	400	100	40,000	400	100	40,000	400	100	40,000			-			-
			TA for Open budget process	UNCDF	NTA	1.3.2	1	5,000	5,000			-	1	5,000	5,000			-			-
			Perfromance based Grants tansferred to UPs	UNCDF	Grants	6	400	4,300	1,720,000	400	4,300	1,720,000	400	4,300	1,720,000	400	4,300	1,720,000			-
			Support to UPs for transparent public procurment for implementation of development activities	UNCDF	WS	5.5.2			-	400	100	40,000			-	400	100	40,000			-
		2.1.2	Support to the further development of the UP performance grant system	UNCDF	ITA	1.3.1			-			-	1	37,980	37,980			-			-
			Review of fiscal support system experience	UNCDF	TA	1.3.2			-			-	1	15,000	15,000			-			-
		2.2	**Own revenue mobilization and imporved local financial management**						-			-			-			-			-
		2.2.1	Design pilot strategy for enhanced revenue mobilization by UPs (including review or of previous experience)	UNCDF	ITA	1.3.1	2	20,000	40,000			-	2	20,000	40,000			-			-
				UNCDF	NTA	1.3.2	2	12,000	24,000			-	2	12,000	24,000			-			-
		2.2.2	Orient and train UPs and other LG levels for pilot activities	UNCDF	Training	5.4.2			-	1,800	50	90,000			-	1,800	50	90,000			-
		2.2.3	Roll out pilot revenue mobilization enhancement activities	UNCDF	CS	5.2.2			-	400	50	20,000	400	50	20,000			-			-
		2.2.4	Conduct Own Revenue Raising Campaigns including awareness raising and citizen oversight;	UNCDF	IEC	5.6			-	400	150	60,000	400	150	60,000	400	150	60,000			-
		2.2.5	Roll out successful innovations to all target UPs by end of project.	UNCDF	ITA	1.3.1			-			-	1	20,000	20,000			-			-
				UNCDF	NTA	1.3.2			-			-	2	9,000	18,000			-			-
		2.3	International Technical adviser	UNCDF	PS	1.1.1	1.0	200,000	200,000	1.0	200,000	200,000	1.0	200,000	200,000	1.0	200,000	200,000	1.0	200,000	200,000
		2.4	District Facilitator UP	UNDP	SB3	1.1.4	7	19,826	138,784	7	19,826	138,784	7	19,826	138,784	7	19,826	138,784	7	19,826	138,784
		2.5	Regional Backstopping support	UNCDF	Travel	2.1	1	5,000	5,000	1	5,000	5,000	1	5,000	5,000	1	5,000	5,000	1	5,000	5,000
				UNDP	Travel	2.1	1	5,000	5,000	1	5,000	5,000	1	5,000	5,000	1	5,000	5,000	1	5,000	5,000
Sub-Total = Activity 2									2,659,784			2,398,784			2,541,764			2,338,784			**377,784**

3	Output 3: Strengthened national capacity for effective policy review, monitoring, lesson learning and capacity development of LGIs for enhanced Local Governance	3.1	Support to a Policy Advisory Group (PAG) and National Framework for Local Government Policy and	UNDP					-			-			-			-			-	-
		3.1.1	Support to core functions of PAG (included in UZGP budget)	UNDP					-			-			-			-			-	-
		3.1.2	Support to development of a National Framework for LG Policy and Capacity	UNDP					-			-			-			-			-	-
		3.1.3	Action Research project implementation support (included in UZGP budget)	UNDP					-			-			-			-			-	-
		3.2	Support to LGD (MIE wing), DLG (Division level) and DDLG (District level) for backstopping and monitoring of local government (UZP and UP)	UNDP					-			-			-			-			-	-
		3.2.1	Support to LGD (MIE wing) to develop and operationalize aN M&E system for UP and UZP performance monitoring (including roll out to Division and District level).	UNDP					-			-			-			-			-	-
			TA support to develop MIE strategy	UNDP	NTA	1.3.2	2	9,000	18,000	1	9,000	9,000	1	9,000	9,000	1	9,000	9,000	1	9,000	9,000	54,000
			Development of MIE wing M&E web based MIS	UNDP	CS	5.2.3	1	50,000	50,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	90,000
				UNDP	equip	3.8	1	30,000	30,000			-			-			-			-	30,000
				UNDP	equip	3.8			-	21	5,000	105,000			-			-			-	105,000
			Training for MIE and DLG (on MIE M&E strategy and MIS)	UNDP	Training	5.4.3	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	50,000
			Stakeholder consultations for MIE wing M&E development	UNDP	WS	5.5.3	1	5,000	5,000	1	5,000	5,000			-			-			-	10,000
			Publication of LGI Backstopping and Monitoring manual	UNDP	NTA	1.3.2			-	1	13,000	13,000			-			-			-	13,000
				UNDP	IEC	5.6			-	8,000	4	32,000	4,000	4	16,000			-			-	48,000
			Training UP level staff on MIE MIS and establishing mechanism of data entry on the on-line system	UNDP	Training	5.4.3			-	400	50	20,000			-			-			-	20,000
			Orienting MIE staff on the monitoring mechanism and using monitoring data for learning and action	UNDP	Training	5.4.3			-	400	50	20,000			-	400	50	20,000			-	40,000
			Activating Peer Learning Forum on planning and participatory governance issues and institutionalizing partnership within Government system	UNDP	Travel	2.1			-	400	150	60,000	400	150	60,000	400	150	60,000	400	150	60,000	240,000
			Ensure coordination of UP plans by District DDC and linkages with District-UZP-UP plans	UNDP	NTA					1	20,000	20,000										20,000
				UNDP	Print					1	10,000	10,000										10,000
				UNDP	Training					1	20,000	20,000										20,000
		3.2.2	Support the DLG to develop, collect and analyse governance and 'democracy' indicators	UNDP	ITA	1.3.1	1	30,000	30,000			-			-			-			-	30,000
				UNDP	NTA	1.3.2	1	9,000	9,000			-	2	9,000	18,000			-	2	9,000	18,000	45,000
				UNDP	CS	5.2.3	1	50,000	50,000			-	1	30,000	30,000			-	1	50,000	50,000	130,000
				UNDP	WS	5.5.1			-	1	20,000	20,000			-			-	1	20,000	20,000	40,000
		3.2.3	Support National training institutions and private sector agencies in training and backstopping of UPs and UZPs	UNDP					-			-			-			-			-	-
		3.3	R&D for knowledge Generation	UNDP					-			-			-			-			-	-
		3.3.1	R&D fund for knowledge generation activities (Budget will be covered under UZGP)						-			-			-			-			-	-
		3.3.2	Project M&E and learning review	UNDP					-			-			-			-			-	-
			Baseline survey	UNDP	CS	5.2.3	1	70,000	70,000			-			-			-			-	70,000
			Mid term project review	UNDP	CS (E)	5.3			-			-	1	30,000	30,000			-			-	30,000
				UNCDF	CS (E)	5.3			-			-	1	30,000	30,000			-			-	30,000
			Mid term learning documentation (including impact assessment)	UNCDF	ITA	1.3.1			-			-	1	36,000	36,000			-			-	36,000
				UNDP	NTA	1.3.2			-			-	2	13,000	26,000			-			-	26,000
				UNDP	CS	5.2.3			-			-	1	20,000	20,000			-			-	20,000
			Final project evaluation	UNDP	CS (E)	5.3			-			-			-			-	1	50,000	50,000	50,000
				UNCDF	CS (E)	5.3			-			-			-			-	1	50,000	50,000	50,000
			Final documentation of learning and impact (including impact against baseline)	UNCDF	ITA	1.3.1			-			-			-			-	1	36,000	36,000	36,000
				UNDP	NTA	1.3.2			-			-			-			-	2	13,000	26,000	26,000
				UNDP	CS	5.2.3			-			-			-			-	1	20,000	20,000	20,000

			Project M&E strategy tool development (including systematic piloting strategy and MIS support)	UNDP	CS	5.2.3	1	24,000	24,000			-			-			-			-	24,000
				UNDP	ITA	1.3.1	1	24,000	24,000			-			-			-			-	24,000
				UNDP	NTA	1.3.2	2	13,000	26,000	1	9,000	9,000			-			-			-	35,000
			Travel Local (monitoring activities)	UNDP	travel	2.2	12	3,000	36,000	12	3,000	36,000	12	3,000	36,000	12	3,000	36,000	12	3,000	36,000	180,000
			Travel international (joining international workshops, trainings, conferences)	UNDP	travel	2.1	1	40,000	40,000	1	40,000	40,000	1	40,000	40,000	1	40,000	40,000	1	40,000	40,000	200,000
			Quality Assurance TA	UNDP	AA EU NoB	1.4	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	50,000
			Monitoring and Evaluation Officer	UNDP	SB3	1.1.3	1	19,826	19,826	1	19,826	19,826	1	19,826	19,826	1	19,826	19,826	1	19,826	19,826	99,131
			MIS Officer	UNDP	SB3	1.1.3	1	19,826	19,826	1	19,826	19,826	1	19,826	19,826	1	19,826	19,826	1	19,826	19,826	99,131
			Research Officer (also Policy Advisory Secretariat)	UNDP	SB3																	
			Knowledge Management Officer	UNDP	SB3																	
			Advocacy, Printing and Publications	UNDP	IEC																	
Sub-Total = Activity 3									471,653			488,653			420,653			**234,653**			**484,653**	**2,100,263**
4	Output 4: Project support	4.1	Establish project support team						-			-			-			-			-	-
		4.1.1	Project Manager	UNDP	SB4	1.1.2	0.5	28,599	14,300	0.5	28,599	14,300	0.5	28,599	14,300	0.5	28,599	14,300	0.5	28,599	14,300	71,499
		4.1.2		UNCDF	SB4	1.1.2	0.5	28,599	14,300	0.5	28,599	14,300	0.5	28,599	14,300	0.5	28,599	14,300	0.5	28,599	14,300	71,499
		4.1.3	Finance / Admim. Associate	UNDP	SB3	1.2.1	1	16,769	16,769	1	16,769	16,769	1	16,769	16,769	1	16,769	16,769	1	16,769	16,769	83,843
		4.1.4	Programme /Admin Assistant	UNDP	SB2	1.2.2	7	7,932	55,525	7	7,932	55,525	7	7,932	55,525	7	7,932	55,525	7	7,932	55,525	277,626
		4.1.5	Office Secretary/Computer operator	UNDP	SB2	1.2.3	2	7,932	15,864	2	7,932	15,864	2	7,932	15,864	2	7,932	15,864	2	7,932	15,864	79,322
		4.1.6	Data keeper/ It Assistant	UNDP	SB2	1.2.4	1	7,932	7,932	1	7,932	7,932	1	7,932	7,932	1	7,932	7,932	1	7,932	7,932	39,661
		4.1.7	Driver-cum-Messenger	UNDP	SB1	1.2.5	10	6,148	61,482	10	6,148	61,482	10	6,148	61,482	10	6,148	61,482	10	6,148	61,482	307,409
		4.1.8	Procurement support	UNDP	AA EU NoA	1.4	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	50,000
		4.2	**Procure equipment/vehicle's**	UNDP					-			-			-			-			-	-
		4.2.1	Vehicles (7 districts+3 Dhaka-LIC 6)	UNDP	equip	3.1	4	30,000	120,000	-		-			-			-			-	120,000
		4.2.2	Office Equipment /Computer Dock in station	UNDP	equip	3.2	30	2,500	75,000	-		-			-			-			-	75,000
		4.2.3	Office Furniture / Computer table/ File cabinet etc	UNDP	equip	3.3	8	3,000	24,000	-		-			-			-			-	24,000
		4.2.4	Printer	UNDP	equip	3.4	8	600	4,800	-		-			-			-			-	4,800
		4.2.5	Photocopiers	UNDP	equip	3.5	2	5,000	10,000	-		-			-			-			-	10,000
		4.2.6	Scanner / fax	UNDP	equip	3.6	2	1,000	2,000	-		-			-			-			-	2,000
		4.2.7	Other equipment/ Mobile, Internet etc.	UNDP	equip	3.7	8	7,000	56,000	8	1,500	12,000	8	1,500	12,000	8	1,500	12,000	8	1,500	12,000	104,000
		4.3	**Ensure operations and maintenance**						-			-			-			-			-	-
		4.3.1	Rental Office	UNDP	operations	4.1	1	20,000	20,000	1	20,000	20,000	1	20,000	20,000	1	20,000	20,000	1	20,000	20,000	100,000
		4.3.2	Operation Maintenance Vehicles	UNDP	operations	4.2	10	6,000	60,000	10	6,000	60,000	10	6,000	60,000	10	6,000	60,000	10	6,000	60,000	300,000
		4.3.3	Operation maintenance Office And Office equipment / Mobile, Internet, telphone etc. Bill	UNDP	operations	4.3	8	7,000	56,000	8	7,000	56,000	8	7,000	56,000	8	7,000	56,000	8	7,000	56,000	280,000
		4.4	**Reporting support**	UNDP					-			-			-			-			-	-
		4.4.1	Editing consultant	UNDP	NTA	1.3.2	1	6,000	6,000	1	6,000	6,000	1	6,000	6,000	1	6,000	6,000	1	6,000	6,000	30,000
		4.4.2	Translation services (oral and written)	UNDP	NTA	1.3.2	1	6,000	6,000	1	6,000	6,000	1	6,000	6,000	1	6,000	6,000	1	6,000	6,000	30,000
		4.4.3	Annual project report publication	UNDP	print	5.1	500	20	10,000	500	20	10,000	500	20	10,000	500	20	10,000	500	20	10,000	50,000
		4.4.4	**Conduct Annual reviews**	UNDP					-			-			-			-			-	-
		4.4.5	Annual project retreat (includnig resource person)	UNDP	WS	5.5.4	1	15,000	15,000	1	15,000	15,000	1	15,000	15,000	1	15,000	15,000	1	15,000	15,000	75,000
		4.4.6	Annual planning workshop (local and central level) (includnig resource person)	UNDP	WS	5.5.4	8	1,000	8,000	8	1,000	8,000	8	1,000	8,000	8	1,000	8,000			-	32,000
		4.4.7	**Sundries**	UNDP	Sundries	5.7	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	50,000
Sub-Total = Activity 4									678,972			399,172	562	186,432	399,172	562	186,432	399,172	554	185,432	391,172	2,267,658

			Total programmable cost					4,320,908			3,778,608			3,910,588			3,255,358			1,253,608	16,519,070
			GMS 7%(ESTIMATE, GMS will be charged as 7% of the Donor, non-UN, contributions to programmable costs, exact amount to be determined once donor contribution amounts are received in USD)					238,379	-	-	208,461	-	-	215,742	-	-	179,594	-	-	69,160	911,335
			1% AA fee (ESTIMATE on Danida contribution,exact amount to be determined once Danida's contribution is received in USD)					14,610	-	-	12,777	-	-	13,223	-	-	11,007	-	-	4,239	55,856
			Unprogrammed budget																	904,848
			Total Project Budget					4,573,897	-	-	3,999,845	-	-	4,139,553	-	-	3,445,959	-	-	1,327,007	18,391,108

Total Budget by Output				Year-1	Year-2	Year-3	Year-4	Year-5	
		Output-1		510,500	492,000	549,000	282,750	-	1,834,250
		Output-2		2,659,784	2,398,784	2,541,764	2,338,784	377,784	10,316,899
		Output-3		471,653	488,653	420,653	234,653	484,653	2,100,263
		Output-4		678,972	399,172	399,172	399,172	391,172	2,267,658
		Total Programmable Budget		4,320,908	3,778,608	3,910,588	3,255,358	1,253,608	16,519,070
		Indirect Costs (GMS + AA fee ESTIMATED)		252,989	221,237	228,965	190,601	73,399	967,190
		Unprogrammed budget							904,848
		Total Project Budget	Total	4,573,897	3,999,845	4,139,553	3,445,959	1,327,007	18,391,108

Implementing Responsibility by Agency				Year-1	Year-2	Year-3	Year-4	Year-5	Total
		UNDP		2,066,858	1,549,308	1,482,308	1,046,058	919,308	7,063,841
		UNCDF		2,254,050	2,229,300	2,428,280	2,209,300	334,300	9,455,229
		Total Programmable Budget		4,320,908	3,778,608	3,910,588	3,255,358	1,253,608	16,519,070
		UNDP Indirect Costs (GMS + AA fee ESTIMATED)		128,636	98,250	95,000	68,717	54,956	445,558
		UNCDF Indirect Costs (GMS ESTIMATED)		124,353	122,987	133,965	121,884	18,443	521,632
		Total indirect Costs		252,989	- - 221,237	- - 228,965	- - 190,601	- - 73,399	967,190
		Unprogrammed budget							904,848
		Total Project Budget	Total	4,573,897	3,999,845	4,139,553	3,445,959	1,327,007	18,391,108

UPGP Annex 6c Workplan

JP Outcome: Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs													
UN organization-specific Annual targets	UN Organization		Activities	TIME FRAME					Implementing Partner	PLANNED BUDGET			
				Y1	Y2	Y3	Y4	Y5		Source of Funds	Budget Description	Amount
Output 1: Strengthened Democratic Accountability of the Union Parishads through Citizen Engagement	UNDP	1.1	Coaching and Support to UP Chairs, Secretaries and members on roles and responsibilites defined by UP Act 2009						UNDP			-
	UNDP	1.2	Activating Ward Shavas for Inclusive Decision Making						UNDP			-
	UNDP	1.2.1	Support Ward Shava formation process						UNDP		Contractual Services-Companies	70,000
	UNDP								UNDP		Local Consult.-Sht Term-Tech	18,000
	UNDP	1.2.2	Support UP to conduct awarness raising on WS role and functions						UNDP		Training, Workshops and Confer	80,000
	UNDP								UNDP		Audio Visual&Print Prod Costs	20,000
	UNDP	1.2.3	Orientation and strengthening of WS members (meeting, conflict resolution, documentation, interface with UP and citizens etc.)						UNDP		Training, Workshops and Confer	140,000
	UNDP	1.2.4	Support WS to conduct pro-poor planning at ward level						UNDP		Local Consult.-Sht Term-Tech	72,000
	UNDP	1.3	Strengthening Standing Committees for Effective Governance						UNDP			-
	UNDP	1.3.1	Support Standing Committee formation process						UNDP		Contractual Services-Companies	70,000
	UNDP								UNDP		Local Consult.-Sht Term-Tech	18,000
	UNDP	1.3.2	Support UP to conduct awarness raising on SC role and functions						UNDP		Training, Workshops and Confer	80,000
	UNDP								UNDP		Audio Visual&Print Prod Costs	20,000
	UNDP	1.3.3	Orientation and strengthening of SC members (meeting, conflict resolution, documentation, interface with UP and citizens etc.)						UNDP		Training, Workshops and Confer	675,000
	UNDP	1.3.4	Support SC to conduct sectoral pro-poor planning						UNDP		Contractual Services-Companies	80,000
	UNDP	1.4	Up-scaling Women Development Forum						UNDP			-
	UNDP	1.4.1	Support WDF formation, orientation and registration						UNDP		Local Consult.-Sht Term-Tech	27,000
	UNDP								UNDP		Training, Workshops and Confer	101,250
	UNDP	1.4.2	Promotion of participation of women in WS and SC meetings						UNDP		Training, Workshops and Confer	13,500
	UNDP	1.4.3	Strengthening women's voice in planning for health education and other services						UNDP		Contractual Services-Companies	13,500
	UNDP	1.4.4	Supporting WDF in reduction of violence against women						UNDP		Contractual Services-Companies	13,500
	UNDP	1.4.5	Empowering WDF for monitoring of efficient use of women allocated budget						UNDP		Training, Workshops and Confer	44,000
	UNDP	1.5	Building Citizenship and Promoting Downward Accountability						UNDP			-
	UNDP	1.5.1	Study on key rights and entitlments for poor and disadvantaged citizents to make RTI act effective						UNDP		Local Consult.-Sht Term-Tech	36,000
	UNDP								UNDP		*Intl Consultants-Sht Term-Tech*	40,000
	UNDP	1.5.2	Disclosure of information on UP resources available, tax collection and use of fundstax collect						UNDP		Audio Visual&Print Prod Costs	40,000
	UNDP	1.5.3	Disemination of best practice examples of self disclosure (peer to peer)						UNDP		Training, Workshops and Confer	160,000
	UNDP	1.5.4	Train WDF to apply for entitlements independently						UNDP		Training, Workshops and Confer	2,500
Sub-Total = Output 1												1,834,250
Output 2: Innovations in Pro-Poor and MDG-Oriented Planning and Financing of Service Delivery by Union Parishads	UNCDF	2.1	Support to management and implementation of the UP performance grant system						UNCDF			-
	UNCDF	2.1.1	Support to management and implementation of the Enhanced Planning and UP performance grant system.						UNCDF			-
	UNCDF		Preparation of PBGS manual (including review of previous system)						UNCDF		Intl Consultants-Sht Term-Tech	80,000

	UNCDF									UNCDF		Local Consult.-Sht Term-Tech	36,000
	UNCDF									UNCDF		Audio Visual&Print Prod Costs	40,000
	UNCDF		Performance assessments							UNCDF		Contractual Services-Companies	320,000
	UNCDF		Financial Management capacity building and fiduciary mechanisms supported							UNCDF		Training, Workshops and Confer	141,750
	UNDP		Design UP MDG Planning tool (50% in UZGP)							UNDP		Local Consult.-Sht Term-Tech	14,000
	UNDP									UNDP		Contractual Services-Companies	15,000
	UNDP		Disseminatation and validation of MDG planning tool							UNDP		Training, Workshops and Confer	8,000
	UNDP									UNDP		Training, Workshops and Confer	202,500
	UNDP									UNDP		Audio Visual&Print Prod Costs	6,750
	UNDP		UP MDG planning backstopping for roll out							UNDP		Contractual Services-Companies	120,000
	UNCDF		TA for Open budget process							UNCDF		Local Consult.-Sht Term-Tech	10,000
	UNCDF		Perfromance based Grants tansferred to UPs							UNCDF		Grants	6,880,000
	UNCDF		Support to UPs for transparent public procurment for implementation of development activities							UNCDF		Training, Workshops and Confer	80,000
	UNCDF	2.1.2	Support to the further development of the UP performance grant system							UNCDF		Intl Consultants-Sht Term-Tech	37,980
	UNCDF		Review of fiscal support system experience							UNCDF		Contractual Services - Individ	15,000
	UNCDF	2.2	**Own revenue mobilization and imporved local financial management**							UNCDF			-
	UNCDF	2.2.1	Design pilot strategy for enhanced revenue mobilization by UPs (including review or of previous experience)							UNCDF		Intl Consultants-Sht Term-Tech	80,000
	UNCDF									UNCDF		Local Consult.-Sht Term-Tech	48,000
	UNCDF	2.2.2	Orient and train UPs and other LG levels for pilot activities							UNCDF		Training, Workshops and Confer	180,000
	UNCDF	2.2.3	Roll out pilot revenue mobilization enhancement activities							UNCDF		Contractual Services-Companies	40,000
	UNCDF	2.2.4	Conduct Own Revenue Raising Campaigns including awareness raising and citizen oversight.							UNCDF		Audio Visual&Print Prod Costs	180,000
	UNCDF	2.2.5	Roll out successful innovations to all target UPs by end of project.							UNCDF		Intl Consultants-Sht Term-Tech	20,000
	UNCDF									UNCDF		Local Consult.-Sht Term-Tech	18,000
	UNCDF	2.3	**International Technical adviser**							UNCDF		Contractual Services - Individ	1,000,000
	UNDP	2.4	**District Facilitator UP**							UNDP		Contractual Services - Individ	693,919
	UNCDF	2.5	**Regional Backstopping support**							UNCDF		travel	25,000
	UNDP									UNDP		travel	25,000
Sub-Total = Activity 2													10,316,899
Output 3: Strengthened national capacity for effective policy review, monitoring, lesson learning and capacity development of LGIs for enhanced Local Governance	UNDP	3.1	**Support to a Policy Advisory Group (PAG) and National Framework for Local Government Policy and Capacity Development**							UNDP			-
	UNDP	3.1.1	Support to core functions of Advisory Group							UNDP			UZGP
	UNDP									UNDP			UZGP
	UNDP									UNDP			UZGP
	UNCDF	3.1.2	Development of National Framework for Local Governement Policy and Capacity Development							UNCDF			UZGP
	UNDP									UNDP			UZGP
	UNDP									UNDP			UZGP
	UNDP									UNDP			UZGP
	UNDP	3.1.3	Action research project implementation support							UNDP			UZGP
	UNDP									UNDP			UZGP
	UNDP									UNDP			UZGP
	UNDP	3.2	**Support to LGD (MIE wing), DLG (Division level) and DDLG (District level) for backstopping and monitoring of local government (UZP and UP)**							UNDP			-
	UNDP	3.2.1	Support to LGD (MIE wing) to develop and operationalize aN M&E system for UP and UZP performance monitoring (including roll out to Division and District level)							UNDP			-
	UNDP		TA support to develop MIE strategy							UNDP		Local Consult.-Sht Term-Tech	54,000
	UNDP		Development of MIE wing M&E web based MIS							UNDP		Contractual Services-Companies	90,000
	UNDP									UNDP		Equipment and Furniture	30,000
	UNDP									UNDP		Equipment and Furniture	105,000
	UNDP		Training for MIE and DLG (on MIE M&E strategy and MIS)							UNDP		Training, Workshops and Confer	50,000

UNDP		Stakeholder consultations for MIE wing M&E development						UNDP		Training, Workshops and Confer	10,000
UNDP		Publication of LGI Backstopping and Monitoring manual						UNDP		Local Consult.-Sht Term-Tech	13,000
UNDP								UNDP		Audio Visual&Print Prod Costs	48,000
UNDP		Training UP level staff on MIE MIS and establishing mechanism of data entry on the on-line system						UNDP		Training, Workshops and Confer	20,000
UNDP		Orienting MIE staff on the monitoring mechanism and using monitoring data for learning and action						UNDP		Training, Workshops and Confer	40,000
UNDP		Activating Peer Learning Forum on planning and participatory governance issues and institutionalizing partnership within Government system						UNDP		travel	240,000
UNDP		Ensure coordination of UP plans by District DDC and linkages with District-UZP-UP plans						UNDP		Local Consult.-Sht Term-Tech	20,000
UNDP								UNDP		Audio Visual&Print Prod Costs	10,000
UNDP								UNDP		Training, Workshops and Confer	20,000
UNDP	3.2.2	Support the DLG to develop, collect and analyse governance and 'democracy' indicators						UNDP		Intl Consultants-Sht Term-Tech	30,000
UNDP								UNDP		Local Consult.-Sht Term-Tech	45,000
UNDP								UNDP		Contractual Services-Companies	130,000
UNDP								UNDP		Training, Workshops and Confer	40,000
UNDP	3.2.3	Support National training institutions and private sector agencies in training and backstopping of UPs and UZPs.									
UNDP		Training Resource pool						UNDP			UZGP
UNDP		Identification and selection of resource people						UNDP			UZGP
UNDP		Training of trainers						UNDP			UZGP
UNDP		Support to training roll out						UNDP			UZGP
UNDP		Launching workshop and stakeholder consultation						UNDP			UZGP
UNDP		Physical support to training facilities at District level						UNDP			UZGP
	3.3	**R & D for Knowledge Generation**									UZGP
UNDP	3.3.1	R&D fund for knowledge Generation						UNDP			UZGP
UNCDF		activities						UNCDF			UZGP
	3.3.2	**Project M&E and learning review**									-
UNDP		**Baseline survey**						UNDP		Contractual Services-Companies	70,000
UNDP		**Mid term project review**						UNDP		Contractual Services-Companies	30,000
UNCDF								UNCDF		Contractual Services-Companies	30,000
UNCDF		**Mid term learning documentation (including impact assessment)**						UNCDF		Intl Consultants-Sht Term-Tech	36,000
UNDP								UNDP		Local Consult.-Sht Term-Tech	26,000
UNDP								UNDP		Contractual Services-Companies	20,000
UNDP		**Final project evaluation**						UNDP		Contractual Services-Companies	50,000
UNCDF								UNCDF		Contractual Services-Companies	50,000
UNDP		**Final documentation of learning and impact (including impact against baseline)**						UNDP		Intl Consultants-Sht Term-Tech	36,000
UNCDF								UNCDF		Local Consult.-Sht Term-Tech	26,000
UNDP								UNDP		Contractual Services-Companies	20,000
UNDP		**Project M&E strategy tool development (including systematic piloting strategy and MIS support)**						UNDP		Contractual Services-Companies	24,000
UNDP								UNDP		Intl Consultants-Sht Term-Tech	24,000
UNDP								UNDP		Local Consult.-Sht Term-Tech	35,000
UNDP		**Travel Local (monitoring activities)**						UNDP		travel	180,000
UNDP		**Travel international (joining international workshops, trainings, conferences)**						UNDP		International travel	200,000
UNDP		**Quality Assurance TA**						UNDP		Contractual Services - Individ	50,000
UNDP		**Monitoring and Evaluation Officer**						UNDP		Contractual Services - Individ	99,131
UNDP		**MIS Officer**						UNDP		Contractual Services - Individ	99,131
UNDP		Research Officer (also Policy Advisory Secretariat)						UNDP			UZGP
UNDP		Knowledge Management Officer						UNDP			UZGP
UNDP		Advocacy, Printing and Publications						UNDP			UZGP
Sub-Total = Activity 3											2,100,263

Output 4: Project support		4.1	Establish project support team										-
	UNDP	4.1.1	Project Manager						UNDP			Contractual Services - Individ	71,499
	UNCDF	4.1.2							UNCDF			Contractual Services - Individ	71,499
	UNDP	4.1.3	Finance / Admim. Associate						UNDP			Contractual Services - Individ	83,843
	UNDP	4.1.4	Programme /Admin Assistant						UNDP			Contractual Services - Individ	277,626
	UNDP	4.1.5	Office Secretary/Computer operator						UNDP			Contractual Services - Individ	79,322
	UNDP	4.1.6	Data keeper/ It Assistant						UNDP			Contractual Services - Individ	39,661
	UNDP	4.1.7	Driver-cum-Messenger						UNDP			Contractual Services - Individ	307,409
	UNDP	4.1.8	Procurement support						UNDP			Contractual Services - Individ	50,000
	UNDP	4.2	Procure equipment/vehicle's						UNDP				-
	UNDP	4.2.1	Vehicles (7 districts+3 Dhaka-LIC 6)						UNDP			Equipment and Furniture	120,000
	UNDP	4.2.2	Office Equipment /Computer Dock in station						UNDP			Equipment and Furniture	75,000
	UNDP	4.2.3	Office Furniture / Computer table/ File cabinet etc						UNDP			Equipment and Furniture	24,000
	UNDP	4.2.4	Printer						UNDP			Equipment and Furniture	4,800
	UNDP	4.2.5	Photocopiers						UNDP			Equipment and Furniture	10,000
	UNDP	4.2.6	Scanner / fax						UNDP			Equipment and Furniture	2,000
	UNDP	4.2.7	Other equipment/ Mobile, Internet etc.						UNDP			Equipment and Furniture	104,000
		4.3	Ensure operations and maintenance										-
	UNDP	4.3.1	Rental Office						UNDP			Rental & Maint of Other Equip	100,000
	UNDP	4.3.2	Operation Maintenance Vehicles						UNDP			Rental & Maint of Other Equip	300,000
	UNDP	4.3.3	Operation maintenance Office And Office equipment / Mobile, Internet, telphone etc. Bill						UNDP			Rental & Maint of Other Equip	280,000
	UNDP	4.4	Reporting support						UNDP				-
	UNDP	4.4.1	Editing consultant						UNDP			Local Consult.-Sht Term-Tech	30,000
	UNDP	4.4.2	Translation services (oral and written)						UNDP			Local Consult.-Sht Term-Tech	30,000
	UNDP	4.4.3	Annual project report publication						UNDP			Audio Visual&Print Prod Costs	50,000
	UNDP	4.4.4	Conduct Annual reviews						UNDP				-
	UNDP	4.4.5	Annual project retreat (includnig resource person)						UNDP			Training, Workshops and Confer	75,000
	UNDP	4.4.6	Annual planning workshop (local and central level) (includnig resource person)						UNDP			Training, Workshops and Confer	32,000
	UNDP	4.4.7	Sundries						UNDP			Sundries	50,000
Sub-Total = Activity 4													2,267,658
			Total planned programmable budget										16,519,070
			GMS 7%(ESTIMATE, GMS will be charged as 7% of the Donor, non-UN, contributions to programmable costs, exact amount to be determined once donor contribution amounts are received in USD)									Facilities & Administration	911,335
			1% AA fee (ESTIMATE on Danida contribution,exact amount to be determined once Danida's contribution is received in USD)									Facilities & Administration	55,856
			Unprogrammed budget										904,848
												Total Budget	18,391,108

			Output -1	1,834,250
			Output -2	10,316,899
			Output -3	2,100,263
			Output -4	2,267,658
			Total Programmeble Budget	16,519,070
			Indirect Costs (GMS + AA fee ESTIMATED)	967,190
			Unprogrammed budget	904,848
				18,391,108

UPGP Annex 6d Budget Summary

S.I No.	Descriptions	TOTAL
1	Investment Grants	6,880,000
2	Technical assistance /National Project Personnel/Professionals	3,898,020
3	Workshop/Training / Seminars /Study tour	2,195,500
4	Study Research /Communications (IEC)and Printing publication/Evaluation	1,670,750
5	Travel-International and Local	670,000
6	Procure and Operation and maintenance Vehicle/office Equipment/Miscellaneous	1,204,800
	PROGRAMMABLE FUNDS	16,519,070
	GMS 7%(ESTIMATE, GMS will be charged as 7% of the Donor, non-UN, contributions to programmable costs, exact amount to be determined once donor contribution amounts are received in USD)	911,335
	1% AA fee (ESTIMATE on Danida contribution,exact amount to be determined once Danida's contribution is received in USD)	55,856
	Unprogrammed budget	904,848
	Total Budget	18,391,108

Terms of Reference for National Project Director (NPD)

The Union Parishad Governance Project (UPGP) is part of the overall programmatic framework for UNDP and UNCDF support to the Government of Bangladesh Local Governance reforms, supported by the European Union (EU), the Governments of Switzerland (SDC) and Denmark (Danida).

This UPGP document is complemented by the programmatic framework document itself and the partner project UZGP that provides support to the Upazila Parishads (UZP) level of local government as part of the wider Local Government Support Program. In this regard the UPGP and UZGP projects will have horizontal and vertical linkages throughout their implementation. In terms of project management there will be a shared implementation team(s) supporting both projects. Programmatically, both projects will share a common output covering policy and capacity development frameworks.

The base of (rural) local governance in Bangladesh is the Union Parishad (UP). These elected local government institutions are responsible for coordinating many aspects of local social and economic development in Bangladesh. For the last decade (based on a pilot UNDP and UNCDF project in the Sirajganj District) some UPs have been recipients of discretionary fiscal transfers, which they use for development activities through an open process of citizen involvement. The UPGP will support around 10% of UPs and will use the comparative advantage of UNDP and UNCDF to adopt innovations to UP governance and local development functions that will demonstrate results in meeting development targets including the Millennium Development Goals. It is assumed that LGSP II may scale up the innovations of UPGP through pilot activities and systematic arrangements for evaluation and lesson learning that will enable successful innovations to be rapidly scaled up within the broader LGSP II.

The specific objective of UPGP is Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs. The project will be *piloting and evaluating innovations to improve the functional and institutional capacity and democratic accountability of Union Parishads and to increase citizen involvement in order to achieve effective, efficient and accountable delivery of pro-poor infrastructure and services*. UPGP is designed to produce three key Results, which are:

> *1. Strengthened Democratic Accountability of the Union Parishads through Citizen Engagement.* This will be achieved through support to the UP chairs, vice-chairs and members to perform their functions and through increased citizen engagement including in Standing Committees and Ward Shavas;
>
> 2. *Innovations in Pro-Poor and MDG-Oriented Planning and Financing of Service Delivery by Union Parishads.* These will be founded on further improvements to the system of performance-based grants providing an incentive for improved governance. The two principal activity areas will be Enhancing Planning and Financial Management and Strengthening Own Source Revenue Mobilization.
>
> *3. Strengthened national capacity for effective policy review, monitoring, lesson learning and capacity development of LGIs for improved Local Governance.* Two key institutions will be supported: a Policy Advisory Group which will develop a national framework for policy and capacity development for local governance, and the Monitoring, Investigation and Evaluation Wing of the Local Government Division, which will systematically collect the data required to evaluate the quality of local governance. Together, these institutions will provide the capacity for policy development based on the outcomes of the piloting activities. This result will be

mainly embedded in of the sister UZGP project with some activities operationally located within UPGP. This output is common to the UPGP project and its partner project Upazila Governance Project (UZGP)

UPGP will run for five years from 2011 to 2016 (covering 4 fiscal year rounds), which is the proposed time frame for the LGSP II project. UNDP and UNCDF will continue discussions with the Government of Bangladesh and World Bank to ensure the optimal arrangements for coordination between UPGP and LGSP II as the programme design evolves. However, if full integration is not possible, there will be efforts to avoid duplication by LGSPII in the UPs where UPGP will work. UPGP will deliver performance grant in a coordinated manner with LGSPII's block grants.

The National Project Director (NPD) will be appointed by the Ministry of Local Government, Rural Development and Cooperatives. The National Project Director (NPD) who is responsible for overall management of the project will assume responsibility for day to day management of the project activities including substantial financial & administrative matters. The NPD will be responsible for the oversight and reporting of the project progress on behalf of the Project Board and will supervise the project operations and staff.

The NPD with the help of the focal point along with the Project Manager will take direct responsibility for managing project activities.

In consultation with the Secretary, Local Government Division and in close cooperation with the focal point and UPGP Project Manager, the NPD will have the following responsibilities (As per NEX manual):

1. Assume overall responsibility for the successful execution and implementation of the project, and accountability to Government and UNDP for the proper and effective use of project resources.

2. Ensure mechanisms of translating outputs of project interventions into articulation of policy implications and recommendations and feeding into government policy decision-making.

3. Open and operate project bank account, and petty cash account as per approval of the Principal Accounting Officer of the designated Ministry (or other approving authority in other two organs of the State).

4. Ensure that prior obligations and prerequisites of the Government to the project are met.

5. Prepare, regularly update, and ensure the implementation of project Work plans consistent with the provisions of the Prodoc.

6. Exercise overall technical, financial and administrative oversight of the project.

7. Ensure that the project outputs are produced as stipulated in the Prodoc, and the immediate objectives of the project are realized

8. Ensure timely recruitment and supervision of project personnel.

9. Ensure timely mobilization of project inputs including subcontracts, equipment, Training

10. Ensure the project budget is regularly updated so that it reflects the current status of financial delivery and estimated requirements for the future quarters and years as accurately as possible.

11. Ensure timely submission of required reports, including Inception Reports, Work plans, Progress Reports, Financial Reports, Annual Project Report (APR), and technical reports of consultants, study tour/training reports.

12. Participate in monitoring, review and evaluation of the project and all other policy related meetings.

13. Establish effective working relationships with UNDP, UNCDF, other relevant implementing agencies, and with other officials and entities with which the project must interact.

14. Coordinate and maintain liaison with other development partners whose support is critical to achieving outcomes of the project intervention.

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title : Project Manager

Post Level : SB 4
Supervisor : ACD- UNDP Local Governance Cluster
(In coordination with UNCDF Head of Regional Office, Bangkok and National Project Director)

II. Description of the Work Assignment

The Union Parishad Governance Project (UPGP) is part of the overall programmatic framework for UNDP and UNCDF support to the Government of Bangladesh Local Governance reforms, supported by the European Union (EU), the Governments of Switzerland (SDC) and Denmark (Danida).

This UPGP document is complemented by the programmatic framework document itself and the partner project UZGP that provides support to the Upazila Parishads (UZP) level of local government as part of the wider Local Government Support Program. In this regard the UPGP and UZGP projects will have horizontal and vertical linkages throughout their implementation. In terms of project management there will be a shared implementation team(s) supporting both projects. Programmatically, both projects will share a common output covering policy and capacity development frameworks.

The base of (rural) local governance in Bangladesh is the Union Parishad (UP). These elected local government institutions are responsible for coordinating many aspects of local social and economic development in Bangladesh. For the last decade (based on a pilot UNDP and UNCDF project in the Sirajganj District) some UPs have been recipients of discretionary fiscal transfers, which they employ for development activities through an open process of citizen involvement. The UPGP will support around 10% of UPs and will use the comparative advantage of UNDP and UNCDF to adopt innovations to UP governance and local development functions that will demonstrate results in meeting development targets including the Millennium Development Goals. It is assumed that LGSP II may scale up the innovations of UPGP through pilot activities and systematic arrangements for evaluation and lesson learning that will enable successful innovations to be rapidly scaled up within the broader LGSP II.

The specific objective of UPGP is Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs. The project will be *piloting and evaluating innovations to improve the functional and institutional capacity and democratic accountability of Union Parishads and to increase citizen involvement in order to achieve effective, efficient and accountable delivery of*

pro-poor infrastructure and services. UPGP is designed to produce three key Results, which are:

1. *Strengthened Democratic Accountability of the Union Parishads through Citizen Engagement.* This will be achieved through support to the UP chairs, vice-chairs and members to perform their functions and through increased citizen engagement including in Standing Committees and Ward Shavas;

2. *Innovations in Pro-Poor and MDG-Oriented Planning and Financing of Service Delivery by Union Parishads.* These will be founded on further improvements to the system of performance-based grants providing an incentive for improved governance. The two principal activity areas will be Enhancing Planning and Financial Management and Strengthening Own Source Revenue Mobilization.

3. *Strengthened national capacity for effective policy review, monitoring, lesson learning and capacity development of LGIs for improved Local Governance.* Two key institutions will be supported: a Policy Advisory Group which will develop a national framework for policy and capacity development for local governance, and the Monitoring, Investigation and Evaluation Wing of the Local Government Division, which will systematically collect the data required to evaluate the quality of local governance. Together, these institutions will provide the capacity for policy development based on the outcomes of the piloting activities. This result will be mainly embedded in of the sister UZGP project with some activities operationally located within UPGP. This output is common to the UPGP project and its partner project Upazila Governance Project (UZGP)

UPGP will run for five years from 2011 to 2016 (covering 4 fiscal year rounds), which is the proposed time frame for the LGSP II project. UNDP and UNCDF will continue discussions with the Government of Bangladesh and World Bank to ensure the optimal arrangements for coordination between UPGP and LGSP II as the programme design evolves. However, if full integration is not possible, there will be efforts to avoid duplication by LGSPII in the UPs where UPGP will work. UPGP will deliver performance grant in a coordinated manner with LGSPII's block grants.

III. Functions / Key Results Expected

The Project Manager will work under the overall guidance of the National Project Director and close coordination with the Assistant Country Director of UNDP Local Governance Cluster and UNCDF Regional Technical Advisor. S/he will head the Project Team and will be responsible for delivering the outputs. The Project Manager will be accountable to the NPD. The incumbent is responsible for the delivery and management of technical expertise, ensuring high quality and timely inputs, and for ensuring that the project maintains its strategic vision and that its activities result in the achievement of its intended outputs in a cost effective and timely manner. S/he will be responsible for leading the project team through planning, implementing and managing the delivery of policies, reports, knowledge products and other results approved in the project document or annual work plans. S/he will also closely work with UNDP-UNCDF operations unit, Programme cluster, Government officials, private sector, local government, non-government and civil society organizations.

Summary of key functions:

1. Overall operational management for successful execution
2. Knowledge building and capacity enhancement services
3. Financial Management
4. Provide policy and programme support to the project
5. Partnerships and Resources
6. Staff supervision
7. Effective coordination with UZGP project, LGSPII and other related interventions.

1. Overall operational management for successful execution

- Monitor programme outputs and manage progress against the outcomes defined in CPAP
- Facilitate the day-to-day functioning of the Team.
- Assist the National Project Director (NPD) in coordinating and managing project activities in 7 pilot districts;
- Manage the human and financial resources, in consultation with the Management, for achieving results in line with the outputs and activities outlined in the project document.
- Lead the preparation and implementation of the annual results based work plans and result frameworks as endorsed by the management.
- Lead in the coordination of project activities with related and parallel activities both within UNDP and with external agencies.
- Prepare monthly and quarterly progress reports and organize monthly and quarterly progress reviews.
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Empower and organize meetings of the Standing Committees to function attentively,
- Organize Advisory Panel (if relevant) and support the Management in the organization of the Management Board meeting as well.
- Coordinate the work of all project and policy advisory services.
- Coordinate the distribution of responsibilities amongst team members and organize monitoring and tracking system of all components of the project.
- Provide support to NPD in the preparation of technical papers and maintaining effective liaison/interaction with government ministries/departments, NGOs, CBOs, local

stakeholders, institutions and implementing partners of the project.
- Act as officer-in-charge of the Project Team in absence of NPD and perform any other assignments as deemed necessary for effective implementation of the project.
- Facilitate international / national consultants to conduct studies related to project activities;
- Mobilize goods and services to initiate activities including drafting TORs and work specifications;
- Monitoring events as identified in project monitoring schedule plan and update the plan as required;
- Ensure linkages with UZGP Project of GOB-UNDP-UNCDF and joint management of output 3 with UZGP Programme Manager.

2. Knowledge building and capacity enhancement services

- Lead the process of knowledge captures of national, regional and global know-how in the subject area and production of knowledge-based products.
- Manage or support the formation of national and regional panel of advisors to guide the work of the project.
- Manage stakeholder expectations and participate in communication activities to inform stakeholders of progress and issues;
- Lead the process of knowledge creation and dissemination related to national, regional and global know-how in the subject area. In this context, partner with practitioners and members of the National think tanks, UNDP global networks, leadership of the practice and sub-practice teams in civil service, recruitment process, change management, HR policy and other related Bureaux on knowledge management services.
- Organize internal and external networks or communities of practice covering prominent experts in government, non-government, think tanks, private companies, international development organizations and the UN system.
- Develop country based intelligence on country situation, opportunities, interests and prospects covering government, UNDP and major development stakeholders. Map key competencies available in different government agencies and development organizations

3. Financial Management

- Ensure effective management of the project's financial resources
- Supervise proper accounting of the project resources and reporting
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Ensure that the overall integrity of the programme is maintained.
- Update the Atlas Project Management module if external access is made available.
- Manage requests for the provision of financial resources by UNDP and UNCDF, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Managing the UNCDF-GoBMoU for fiscal transfers to Upazilas

4. Provide policy and programme support to the project

- Provide support to Introduce and explain the major innovations of UPGP at local level with its four overarching themes

- Provide intellectual inputs in the subject area through identification of key policy issues and formulation of best possible and alternative policy and programme options for Bangladesh. Stimulate strategic thinking in the subject area, taking into account the needs of country as well as the opportunities to develop broader public goods;
- Undertake and facilitate necessary actions to leverage relevant policies
- Ensure high standards in the provision of technical and advisory inputs, organization of workshops, seminars, training and delivery of outputs (products).
- Lead the analytical and policy development work of the project team. Promote the substantive quality of all knowledge products, reports and services, and ensures effective integration.
- Coordinates with various government and non-governmental agencies regarding requests for advisory and support services and lead the support from the project as required by the stakeholders.
- Ensure programme outputs are aligned procedurally with UNDP-UNCDF positions and practice area development
- Responsible for monitoring and managing any strategic risks/issues facing the programme; submit new risks/issues to the Project Board for consideration and decision on possible actions if required; update the status of these risks/issues by maintaining the Project Risks/Issues Log;

5. Partnerships and Resources

- Mobilize and network with the experts of national and regional offices of the UN System, international development organizations, sub-regional and regional associations, affiliations and bodies (inter-governmental, non-government or private sector) and prominent private sector organizations.
- Prepare proposals for mobilization of human, technical or financial resources from international development organizations, non-government organizations and the private sector.
- The Project Manager will provide inputs and services as may be required by the Management of the Project with the objective of achieving high level of performance and results.
- The key results have an impact on the overall success of the country programme and reaching UPGP goals. In particular, the key results have an impact on the design, operation and programming of activities, creation of strategic partnerships as well as reaching overall project targets

6. Staff supervision

- Supervise staff including work planning, performance monitoring and assessment
- Coordination of staff responsibilities

V. Skills and Competencies

Corporate Competencies:

- ❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- ❑ Treats all people fairly without favouritism

Functional Competencies:

Knowledge Management and Learning

- In-depth knowledge on development issues with special focus on local governance
- Ability to advocate and provide policy advice on local governance
- Excellent knowledge of monitoring and the application of methodology: Good understanding of capacity assessment methodologies; excellent ability to identify significant capacity building opportunities,)
- Excellent communication skills (written and oral): Sensitivity to and responsiveness to all partners, Respectful and helpful relations with LGD, UNDP, UNCDF and UZGP staff.

Development and Operational Effectiveness

- Ability to lead strategic planning, results-based management and reporting. Full project cycle mastery, excellent work/project planning skills.
- Ability to lead implementation and monitoring of the UPGP
- Ability to formulate and manage budgets, manage contributions and investments
- Strong IT skills
- Ability to lead implementation of new systems (business side), and affect staff behavioural/ attitudinal change

Management and Leadership

- Leads projects teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Builds strong relationships with clients and external actors
- Remains calm, in control and good humoured even under pressure
- Demonstrates openness to change and ability to manage complexities

VI. Required Qualifications and Experience

Education:	• Minimum Master's degree in any discipline of Social Sciences;
Experience:	• At least **5** years of experience in planning, designing, implementation, management and monitoring and evaluation of development projects in social sectors at the national or international level. Good understanding of local governance and local development issues in Bangladesh and elsewhere will be an added qualification. Experience in the usage of computers and office software packages, experience in handling of web based management systems is necessary.
Language Requirements:	Fluency in written and spoken English and national language of the duty station.

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title : International Technical Adviser
Post Level : P 5
Supervisor :UNCDF Head of Regional Office, Bangkok
(In coordination with National Project Director Union Parishad Governance Project and UNDP-ACD, LG Cluster)

II. Description of the Work Assignment

The Union Parishad Governance Project (UPGP) is one project within a larger programmatic framework for UNDP and UNCDF support to the Government of Bangladesh's Local Governance reforms, supported by the European Union (EU), the Governments of Switzerland (SDC) and Denmark (Danida).

The UPGP's partner project will, provide support to the Upazila Parishads (UZP) level of local government. In this regard, the UPGP and UZGP projects will have horizontal and vertical linkages throughout their implementation. In terms of project management, the two projects will share an implementation team. Programmatically, both projects will share a common output covering policy and capacity development.

The base of (rural) local governance in Bangladesh is the Union Parishad (UP). These elected local government institutions are responsible for coordinating many aspects of social and economic development at the local level in Bangladesh. For the last decade some UPs have received discretionary fiscal transfers (as part of a UNDP-UNCDF pilot), which were used to finance investments that were prioritized through participatory methods. Building on this pilot project, the UPGP will provide finance and technical support to around 10% of Bangladesh's UPs to consolidate and develop innovations in UP governance and local development functions, contributing to the achievement of the Millennium Development Goals. Innovations introduced by this project will feed into LGSP II and may scaled up through it.

The specific objective of UPGP is to sstrengthened capacities of local governments and other stakeholders to foster participatory local development and service delivery for the achievement of the MDGs. The project will be *piloting and evaluating governance innovations to improve the functional and institutional capacity and democratic accountability of Union Parishads and to increase citizen involvement in order to achieve effective, efficient and accountable delivery of pro-poor infrastructure and services*. UPGP is designed to produce three key results, which are:

1. *Strengthened Democratic Accountability of the Union Parishads through Citizen Engagement.* This will be achieved through support to the UP chairs, vice-chairs and members to perform their functions and through increased citizen engagement including in Standing Committees and Ward Shavas;

2. *Innovations in Pro-Poor and MDG-Oriented Planning and Financing of Service Delivery by Union Parishads.* These will be founded on further improvements to the system of performance-based grants providing an incentive for improved governance. The two principal activity areas will be enhancing planning and financial management and strengthening own source revenue mobilisation.

3. *Strengthened national capacity for effective policy review, monitoring, learning and capacity development of LGIs for improved local governance.* Two key institutions will be supported: a Policy Advisory Group which will develop a national framework for policy and capacity development for local governance, and the Monitoring, Investigation and Evaluation Wing of the Local Government Division, which will systematically collect the data required to evaluate the quality of local governance. Together, these institutions will provide the capacity for policy development based on the outcomes of the piloting activities. The results of this will feed into UZGP, the partner project, although some activities will operationally happen within the framework of UPGP. This output is be shared between the UPGP (UZGP) projects.

UPGP will run for five years from 2011 to 2016 (covering 4 fiscal year rounds), which also coincides with the lifespan of the World Bank's LGSP II project. UNDP and UNCDF will continue discussions with the Government of Bangladesh and the World Bank to ensure the optimal arrangements for integration of UPGP within LGSP II as the programme design evolves. However, if full integration is not possible, there will be efforts to avoid duplication by LGSPII in the UPs where UPGP will work. UPGP will deliver performance grants in a coordinated manner with LGSPII's block grants.

The International Technical Adviser (ITA) will work closely with the National Project Director, the National Technical Adviser, the Project Manager, UNDP and UNCDF Officers, government officials, elected representatives of different LGIs, members of different training institutes and civil society and NGOs.

The ITA will make field visits as and when required. The ITA's primary responsibility will be to lead the delivery of output 2 described above. He/she will also provide guidance and support to UZGP (in particular, to its output 2). However, the role of the ITA will not be limited to this and s/he is expected to play an active role within the overall UPGP/UZGP team and collaborate closely with colleagues to ensure the coherence of the programmatic framework as a whole.

This position will be for the duration of the project and the successful candidate will be offered a one year UNCDF FTA contract, which will be renewed on a yearly basis subject to performance.

II. Functions / Key Results Expected

The ITA's primary responsibility is the delivery of Output on Fiscal decentralization:

Technical

(a) Provide technical leadership to the design and capacity building for the UP and UZP performance-based grant system and associated public financial management, procurement, planning and budgeting methodologies;

(b) Provide technical leadership to the management and implementation of the UP and UZGP performance based grant system and associated public financial management, procurement, planning and budgeting methodologies;
(c) Provide technical leadership on support to local revenue generation (taxes, fees and other sources) at the UP level;
(d) Develop and implement targeted capacity building measures to improve UP performance, including on the annually assessed Minimum Conditions and Performance Measures introduced as part of the UPGP and UZGP;
(e) Lead the policy dialogue with the Government of Bangladesh on further developing the UP public finance and local investment system;
(f) Assist in developing and implementing a work plan with the Local Government Division to coordinate other fiscal decentralization activities at UP and UZP level;
(g) Work with Local Government Division (LGD) to prepare TOR for short-term consultancies and provide technical support to the advisors;
(h) Support to the development of a Union Parishad Plan and annual budget for the Union Parishads with a framework consistent with the legal system and suggest changes after the half yearly evaluation of performance;
(i) Support to the design and delivery of training on local development planning and budgeting on the basis of approved guidelines.
(j) Assess gaps in MDG achievements in selected districts and assist in designing strategies to bridging these gaps;
(k) Support to developing integrated development plan for the Unions with emphasis on MDG achievement and on a medium term expenditure and revenue framework;
(l) Support in developing other training modules and guidelines as required.

Policy

(m) Lead policy development and advocacy on fiscal decentralization and local development as required;
(n) Provide policy advice to LGD with regard to decentralized service delivery and local financial management,
(o) Facilitate and act as resource person to LGD with regard to development of evidence-based policy framework;
(p) Provide inputs to LGD to transfer/replicate learning and good practice from seven districts into wider national policy.

General

(q) Facilitate knowledge creation, dissemination, documentation of lessons learnt etc.
(r) Assist the LGD in implementing and monitoring the UPGP Project by following the Joint Programme Document (Programme Agreement etc.);
(s) Support in preparing an operational manual and establish procedures and criteria ;
(t) Support the NPD and PM in work plan and budget preparation and revision and project reporting;
(u) Support the NPD and PM in preparing periodic progress reports and presentations as required;
(v) Liaison with UNDP-UNCDF officers on technical coordination and financial management;
(w) Assist LGD in identifying areas where technical assistance will be required, prepare TOR for short-term consultancies and provide technical support to the advisors.

V. Skills and Competencies

Corporate Competencies:

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism

Functional Competencies:

Knowledge Management and Learning

- In-depth knowledge of local governance/ local development issues in general and fiscal decentralization issues in particular. Specific experience with the design of sub national finance systems in developing countries is desired.
- Ability to advocate and provide policy advice on fiscal decentralization, performance based grants and local governance.
- Demonstrated experience with capacity building: Good understanding of capacity assessment methodologies; excellent ability to identify capacity building methods.
- Excellent communication skills (written and oral): Sensitivity to and responsiveness to all partners, respectful and constructive relations with LGD, UNDP, UNCDF and UPGP and UZGP staff.

Development and Operational Effectiveness

- Ability to lead strategic planning, results-based management and reporting. Full project cycle mastery, excellent work/project planning skills.
- Ability to lead the implementation and monitoring of the UPGP and support the UZGP.
- Ability to formulate and manage budgets, manage contributions and investments.
- Strong IT skills.
- Ability to lead implementation of new systems (business side), and affect staff behavioural/ attitudinal change.

Management and Leadership

- Ability to coordinate effectively and demonstrated conflict resolution skills.
- Consistently approaches work with energy and a positive, constructive attitude.
- Demonstrates strong oral and written communication skills.
- Builds strong relationships with clients, partners and external actors.
- Remains calm, in control and good humoured even under pressure.
- Demonstrates openness to change and ability to manage complexities.

VI. Required Qualifications and Experience	
Education:	• Master Degree or higher in Social Science, Public Administration, Development Studies or relevant discipline;
Experience:	• At least 10 years of work experience in the area of fiscal decentralization and local governance, including two years of experience in developing countries, preference will be given to candidates with extensive experience.; • Experience in legal and institutional aspects of fiscal decentralization; • Experience in designing sub-national fiscal transfer systems, as well as local planning and budgeting guidelines and training guidelines/modules; • Demonstrated ability to provide high level policy advice and advocacy; • The adviser will be an experienced professional with a demonstrated track record in providing sound technical support and policy advice to projects/programmes in the area of fiscal decentralization and local governance. • S/he has excellent written English and capacity to provide high quality reports in a professional and timely manner. • Experience of working with government officials will be an added advantage. • Experience of South Asia and or Bangladesh will be an advantage.
Language Requirements:	Fluency in written and spoken English

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title: Monitoring and Evaluation Officer
Post Level: SB 3

Position Number: **01** Position

Supervisor: **Project Manager**

(In coordination with National Project Director of Union Parishad Governance Project)
Duty station: Project Office-Dhaka
Position status: Renewable, based on performance

II. Description of the Work Assignment

The Union Parishad Governance Project (UPGP) is part of the overall programmatic framework for UNDP and UNCDF support to the Government of Bangladesh Local Governance reforms, supported by the European Union (EU), the Governments of Switzerland (SDC) and Denmark (Danida).

This UPGP document is complemented by the programmatic framework document itself and the partner project UZGP that provides support to the Upazila Parishads (UZP) level of local government as part of the wider Local Government Support Program. In this regard the UPGP and UZGP projects will have horizontal and vertical linkages throughout their implementation. In terms of project management there will be a shared implementation team(s) supporting both projects. Programmatically, both projects will share a common output covering policy and capacity development frameworks.

The base of (rural) local governance in Bangladesh is the Union Parishad (UP). These elected local government institutions are responsible for coordinating many aspects of local social and economic development in Bangladesh. For the last decade (based on a pilot UNDP and UNCDF project in the Sirajganj District) some UPs have been recipients of discretionary fiscal transfers, which they employ for development activities through an open process of citizen involvement. The UPGP will support around 10% of UPs and will use the comparative advantage of UNDP and UNCDF to adopt innovations to UP governance and local development functions that will demonstrate results in meeting development targets including the Millennium Development Goals. It is assumed that LGSP II may scale up the innovations of UPGP through pilot activities and systematic arrangements for evaluation and lesson learning that will enable successful innovations to be rapidly scaled up within the broader LGSP II.

The specific objective of UPGP is Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs. The project will be *piloting and evaluating innovations to improve the*

functional and institutional capacity and democratic accountability of Union Parishads and to increase citizen involvement in order to achieve effective, efficient and accountable delivery of pro-poor infrastructure and services. UPGP is designed to produce three key Results, which are:

1. *Strengthened Democratic Accountability of the Union Parishads through Citizen Engagement.* This will be achieved through support to the UP chairs, vice-chairs and members to perform their functions and through increased citizen engagement including in Standing Committees and Ward Shavas;

2. *Innovations in Pro-Poor and MDG-Oriented Planning and Financing of Service Delivery by Union Parishads.* These will be founded on further improvements to the system of performance-based grants providing an incentive for improved governance. The two principal activity areas will be Enhancing Planning and Financial Management and Strengthening Own Source Revenue Mobilisation.

3. *Strengthened national capacity for effective policy review, monitoring, lesson learning and capacity development of LGIs for improved Local Governance.* Two key institutions will be supported: a Policy Advisory Group which will develop a national framework for policy and capacity development for local governance, and the Monitoring, Investigation and Evaluation Wing of the Local Government Division, which will systematically collect the data required to evaluate the quality of local governance. Together, these institutions will provide the capacity for policy development based on the outcomes of the piloting activities. This result will be mainly embedded in of the sister UZGP project with some activities operationally located within UPGP. This output is common to the UPGP project and its partner project Upazila Governance Project (UZGP)

UPGP will run for five years from 2011 to 2016 (covering 4 fiscal year rounds), which is the proposed time frame for the LGSP II project. UNDP and UNCDF will continue discussions with the Government of Bangladesh and World Bank to ensure the optimal arrangements for integration of UPGP within LGSP II as the programme design evolves. However, if full integration is not possible, there will be efforts to avoid duplication by LGSPII in the UPs where UPGP will work. UPGP will deliver performance grant in a coordinated manner with LGSPII's block grants.

Under the guidance and supervision of the Project Manager, the Monitoring and Evaluation Officer provides M&E services ensuring high quality, accuracy and consistency of work. The Monitoring & Evaluation Officer promotes a client-oriented approach consistent with UNDP and UNCDF rules and regulations.

The Monitoring and Evaluation Officer works in close collaboration with the operations, programme and projects' staff, with UNDP and UNCDF staff to exchange information and ensure consistent service delivery.

III. Functions / Key Results Expected

(i) Collect, enter and analyze different data related to project implementation and socio-economic conditions of the project area;
(ii) Participate in annual project reviews and planning workshops and assist the Project Manager in preparing relevant reports;
(iii) Develop M&E Framework for LGD and project
(iv) Assist DDLGs, Divisional facilitators & others Upazila Officers in the effective implementation of Upazila Governance Project M&E activities;
(v) Support monitoring and evaluation of effects of the project;
(vi) Organize and conduct training on M&E/MIS for project and government staff
(vii) Assist in coordinating with other components of Upazila Project to ensure effective implementation of M&E/MIS;
(viii) Provide continuing support to the MIE wing for monitoring and evaluation of UPs and prepare reports;
(ix) Assist the MIE wing in providing DDLGs with M&E tools and in supporting them in their use.
(x) Ensure coordination with UZGP Project of GOB-UNDP-UNCDF.

IV. Measurable Outputs and Performance Indicators

(i) Preparation of monthly/quarterly/half yearly/yearly M&E reports;
(ii) Assist the Project Manager in preparing other relevant reports;
(iii) Organize and conduct training on M&E/MIS for project and government staff
(iv) Assist Project Manager in the preparation of reports on the findings and lessons learned from project innovations;
(v) Provide input and update information related to local governance in UNDP and GOB website;
(vi) Assist Project Manager in preparing monthly and quarterly reports on UPGP progress based on MIS reports on project activities;
(vii) Prepare Issues Log and Risk Log for the project;
(viii) Design M&E system for Union Parishad Governance Project (UPGP) and for the MIE wing (in collaboration with other Local Governance advisers/officers);
(ix) Prepare and maintain data base in LGD on the relevant information of UPs

V. Skills and Competencies

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP and UNCDF
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism

Functional Competencies:

- Have skill in designing M& E tools & techniques;
- Have significant skills in ICT, especially in the development of MIS software using database software (e.g. Access);

● Have expertise in analyzing data using statistical software; ● Have strong knowledge on Action Research ● Strong communication and IT skill
Knowledge Management and Learning ❑ In-depth knowledge on MIS, M&E and development issues with special focus on local governance ❑ Excellent knowledge of monitoring and the application of methodology: Good understanding of capacity assessment methodologies; excellent ability to identify significant capacity building opportunities; ❑ Excellent communication skills (written and oral): Sensitivity to and responsiveness to all partners, Respectful and helpful relations with LGD, donors and project staff. ❑ Ability to support implementation and monitoring of the Union Parishad Governance Project (UPGP). ❑ Strong IT skills ❑ Ability to lead implementation of new systems (business side), and affect staff behavioural/ attitudinal change

VI. Required Qualifications and Experience	
Education:	Minimum Bachelor's Degree preferably in Statistics, Economics, Development Studies or any other discipline of Social Sciences;
Experience:	• At least 5 years of experience in design and implementation of M&E/MIS in development projects implemented by national/international NGOs/UN bodies/ Government; • Have extensive experience in designing tools and strategies for data collection, analysis and production of reports; • Have significant skills in ICT, especially in the development of MIS software using database software (e.g. Access); Have expertise in analyzing data using statistical software (SPSS); • Have strong training & facilitation skills.
Language Requirements:	Fluency in written and spoken Bangla and English.

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title: MIS Officer
Post Level: SB 3

Position Number: **01** Position

Supervisor: **Project Manager**

(In coordination with NPD of Union Parishad Governance Project)
Duty station: Project Office-Dhaka
Position status: Renewable, based on performance

II. Description of the Work Assignment

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The specific objective of UPGP is Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs. The project will be *piloting and evaluating innovations to improve the functional and institutional capacity and democratic accountability of Union Parishads and to increase citizen involvement in order to achieve effective, efficient and accountable delivery of pro-poor infrastructure and services*. UPGP is designed to produce three key Results, which are:

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2. *Innovations in Pro-Poor and MDG-Oriented Planning and Financing of Service Delivery by Union Parishads.* These will be founded on further improvements to the system of performance-based grants providing an incentive for improved governance. The two principal activity areas will be Enhancing Planning and Financial Management and Strengthening Own Source Revenue Mobilisation.

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Under the guidance and supervision of the Project Manager, the **MIS Officer** will provide MIS services ensuring high quality, accuracy and consistency of work. The MIS Officer promotes a client-oriented approach consistent with UNDP and UNCDF rules and regulations.

The MIS Officer will work in close collaboration with the Project Manager/Operation Manager/NPD and projects' staff with UNDP and UNCDF staff to exchange information and ensure consistent service delivery.

III. Functions / Key Results Expected

(xi) Design MIS for Union Parishad Governance Project (UPGP) and for the MIE wing (in collaboration with other Local Governance advisers/officers);
(xii) Implement and maintain the MIS of the project and contribute to the preparation of MIS reports as required;
(xiii) Preparation of monthly/quarterly/half yearly/yearly MIS reports;
(xiv) Assist the Project Manager/Operation Manager in preparing other relevant reports;
(xv) Organize and conduct training on MIS for project and government staff
(xvi) Assist Project Manager/Operation Manager in the preparation of reports on the findings and lessons learned from project;
(xvii) Provide input and update information related to local governance in UNDP, UNCDF and GOB website;
(xviii) Assist Project Manager/Operation Manager in preparing monthly and quarterly reports on Union Parishad Governance Project (UPGP)progress based on MIS reports on project activities;
(xix) Support to prepare Issues Log and Risk Log for the project;
(xx) Prepare and maintain data base in LGD on the relevant information of Union Parishad Governance Project (UPGP)
(xxi) Ensure coordination with UZGP Project of GOB-UNDP-UNCDF.

IV. Skills and Competencies

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP and UNCDF
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism

Functional Competencies:

- Have skill in designing MIS tools;
- Have significant skills in ICT, especially in the development of MIS software using database software (e.g. Access);
- Have expertise in analyzing data using statistical software;
- Have strong training & facilitation skills.
- Strong communication and IT skill

Knowledge Management and Learning

- In-depth knowledge on MIS, M&E and development issues with special focus on local governance
- Excellent knowledge of monitoring and the application of methodology: Good understanding of capacity assessment methodologies; excellent ability to identify significant capacity building opportunities;
- Excellent communication skills (written and oral): Sensitivity to and responsiveness to all partners, Respectful and helpful relations with LGD, donors and project staffs.
- Ability to support implementation and monitoring of the Union Parishad Governance Project (UPGP).
- Strong IT skills
- Ability to lead implementation of new systems (business side), and affect staff behavioural/ attitudinal change

VI. Required Qualifications and Experience

Education:	Minimum Bachelor's Degree preferably in Computer Science, Statistics, Economics, or any other discipline of Social Sciences;
Experience:	• At least 5 years' experience in the design and implementation of MIS/ M&E in development projects implemented by national/international NGOs/UN bodies/ Government; • Extensive knowledge & skills on the MS-ACCESS/other MIS software development. • Skill in designing and implementation of Network based MIS incorporating both quantitative and qualitative data. • Have extensive experience on report generation using computerized MIS • Have experience to work with Government Officials and Local Government representatives • Have sound knowledge on M&E system and Reporting structure.
Language Requirements:	Fluency in written and spoken Bangla and English.

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title	: District Facilitator
Post Level	: SB 3
Position Number	**: 07**
Supervisor	**: Project Manager through Project Coordination Officer**

II. Description of the Work Assignment

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The specific objective of UPGP is Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs. The project will be *piloting and evaluating innovations to improve the functional and institutional capacity and democratic accountability of Union Parishads and to increase citizen involvement in order to achieve effective, efficient and accountable delivery of pro-poor infrastructure and services*. UPGP is designed to produce three key Results, which are:

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District Facilitator will work under the technical guidance of the Project Manager and supervision of Deputy Director Local Government (DDLG) and project Coordination Officer and will be deployed to each of the districts. As the title suggests their role will be very much to "facilitate" activities to the LGD, DDLG and the District and Upazila Offices in discharging their functions supporting UP governance. They will work in UPs within the District & Upazila administration.

III. Functions / Key Results Expected

(i) Introduce and explain the major innovations of UPGP at local level with its three overarching themes.

(ii) Support to deepening local democracy and strengthen the democratic accountability of Union Parishad.
(iii) Work with LGD, DDLG, coordinating with Deputy Commissioner, the UNOs, UCOs and other key District and Upazila personnel in planning and implementation of UPGP activities;
(iv) Support to harmonize horizontal and vertical functions of services delivery by concerned Government officials;
(v) Support to LGD (MIE wing) and DDLG (District level) for backstopping and monitoring of local government (UP)
(vi) Regular travel to all UPs in the District and communication of UPGP strategies and activities to UZP/UP staff and Upazila Chairs and Vice-Chairs;
(vii) Monitoring the activities and their effectiveness and impact and reporting back to the NPD through the Project manager;
(viii) Assist to District Technical Committee meetings (and/or to District Development & Coordination meetings), prepare agenda and inputs as regards UP activities, and recording agreements and decisions on behalf of the DC;
(ix) Organize periodic exchange meetings between UPs and government staff in the District.
(x) Guide UP-Chairs/members in organizing the open budget meetings, participatory planning meetings and other meetings relevant to UP;
(xi) Participate in UP annual and periodic work-planning exercises;
(xii) Ensure linkages with UZGP Project of LGD-UNDP-UNCDF and joint management of common output

IV. **Skills and Competencies**

Corporate Competencies:

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism
- Have positive gender balance attitude

Functional Competencies:

- Excellent inter-personal, training, and communications skills;
- Have working IT skills (ms word, Power point, excel)
- Have strong training & facilitation skills.
- Have a proven track record of being able to work in a team;

Knowledge Management and Learning

- Sound knowledge of rural local government in Bangladesh
- Knowledge on planning and budgeting ;
- Excellent communication skills (written and oral): Sensitivity to and responsiveness to all partners, Respectful and helpful relations with Divisional, District & Upazila level officials and project staff.
- Ability to support implementation and monitoring of UPGP
- Strong IT skills
- Ability to lead implementation of new systems (business side), and affect staff behavioural/ attitudinal change

V. Required Qualifications and Experience	
Education:	Minimum Bachelor's Degree in any discipline of Social Sciences.
Experience:	• At least 5 years relevant experience • Have experience of working with Government officials
Language Requirements:	Fluency in written and spoken Bangla and English

UNITED NATIONS DEVELOPMENT PROGRAMME

SERVICE CONTRACT - JOB DESCRIPTION

I. Position Information

Job code title:	**Finance/ Admin Associate**
Post Level:	SB 3
Position Number**:**	**02** Positions
Duty station:	Project Office –Dhaka, Bangladesh
Supervisors:	Project Manager (In coordination with NPD of UPGP)
Position status	Renewable, based on performance

II. Organizational Context

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Under the guidance and supervision of the Operations Manager (UPGP), the Finance & Admin Associate provides financial services ensuring high quality, accuracy and consistency of work. The Finance & Admin Associate promotes a client-oriented approach consistent with UNDP and UNCDF rules and regulations.

The Finance & Admin Associate works in close collaboration with the operations, programme and projects' staff, UNDP and UNCDF staff to exchange information and ensure consistent service delivery.

III. Functions / Key Results Expected

Summary of Key Functions:

- Assist the Project manager/NPD in the preparation and execution of the project budget
- Prepare quarterly/ annual financial reports
- Assist Project manager/NPD in monitoring project expenditure
- Timely and accurate preparation of bank reconciliations.
- Manage financial documents and files
- Implementation of financial operational strategies
- Functioning of cost-recovery system
- Accounting and administrative support
- Knowledge building and knowledge sharing
- Ensure coordination with UZGP Project of GOB-UNDP-UNCDF

1. Ensures i**mplementation of financial operational strategies** focusing on achievement of the following results:

- Full compliance of financial processes and financial records with UNDP-UNCDF rules, regulations, policies and strategies.
- Input to the CO business processes mapping and elaboration of the content of internal Standard Operating Procedures in Finance in consultation with the direct supervisor and office management.

2. Ensures **functioning of the optimal cost-recovery system** focusing on achievement of the following results:

- Provision of inputs for preparation of cost-recovery bills in Atlas for the services provided by UNDP and UNCDF, follow up on cost recovery.

3. **Provides accounting and administrative support to the Finance Unit** focusing on achievement of the following results:

- Proper control of the supporting documents for payments and financial reports for NEX projects; preparation of all types of vouchers for projects.
- Timely corrective actions on un-posted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.
- Presentation of information on the status of financial resources as required.
- Maintenance of the Accounts Receivables for UNDP and UNCDF projects and recording of deposits.
- Management of cash receipts and petty cash.
- Maintenance of proper filing system for finance records and documents.

4. Supports **knowledge building and knowledge sharing** in the CO focusing on achievement of the following results:

- Participation in the trainings for the operations/ projects staff on Finance.
- Contributions to knowledge networks and communities of practice.

IV. Impact of Results

The key results have an impact on the execution of the GOB-UNDP-UNCDF financial services management in terms of quality and accuracy of work. Accurate data entry and presentation of financial information and a client-oriented approach enhances UNDP's and UNCDF's capability to effectively and efficiently manage financial resources.

V. Competencies and Critical Success Factor

Corporate Competencies:

- Demonstrates commitment to UNDP and UNCDF's mission, vision and values
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies

Knowledge Management and Learning

- Shares knowledge and experience
- Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- Ability to perform a variety of standard tasks related to financial resources management, including screening and collecting documentation, financial data processing, filing, provision of information
- Good knowledge of financial rules and regulations, accounting
- Strong IT skills
- Ability to provide input to business processes re-engineering, implementation of new system

Leadership and Self-Management

- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humored even under pressure

VI. Recruitment Qualifications

Education:	Minimum Bachelor Degree in Accounting/Finance/Management.
Experience:	5 years of relevant finance experience at the national or international level is required. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems.
Language Requirements:	Excellent communication skills in both writing and speaking English and Bengali are a must.

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT - JOB DESCRIPTION

I. Position Information

Job code title: Data Keeper/Operator
Post Level: SB 2

Position Number**:** **02** Positions
Duty station: Project Office –Dhaka, Bangladesh
Supervisors: MIS/M&E Officer/Project Manager
Position status Renewable, based on performance

II. Organizational Context

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which are:

1. *Strengthened Democratic Accountability of the Union Parishads through Citizen Engagement.* This will be achieved through support to the UP chairs, vice-chairs and members to perform their functions and through increased citizen engagement including in Standing Committees and Ward Shavas;

2. *Innovations in Pro-Poor and MDG-Oriented Planning and Financing of Service Delivery by Union Parishads.* These will be founded on further improvements to the system of performance-based grants providing an incentive for improved governance. The two principal activity areas will be Enhancing Planning and Financial Management and Strengthening Own Source Revenue Mobilisation.

3. *Strengthened national capacity for effective policy review, monitoring, lesson learning and capacity development of LGIs for improved Local Governance.* Two key institutions will be supported: a Policy Advisory Group which will develop a national framework for policy and capacity development for local governance, and the Monitoring, Investigation and Evaluation Wing of the Local Government Division, which will systematically collect the data required to evaluate the quality of local governance. Together, these institutions will provide the capacity for policy development based on the outcomes of the piloting activities. This result will be mainly embedded in of the sister UZGP project with some activities operationally located within UPGP. This output is common to the UPGP project and its partner project Upazila Governance Project (UZGP)

UPGP will run for five years from 2011 to 2016 (covering 4 fiscal year rounds), which is the proposed time frame for the LGSP II project. UNDP and UNCDF will continue discussions with the Government of Bangladesh and World Bank to ensure the optimal arrangements for coordination of UPGP and LGSP II as the programme design evolves. However, if full integration is not possible, there will be efforts to avoid duplication by LGSPII in the UPs where UPGP will work. UPGP will deliver performance grant in a coordinated manner with LGSPII's block grants.

The Data Keeper will work under the guidance and overall supervision of the MIS Officer.

III. Functions / Key Results Expected

Summary of Key Functions:

She/he will maintain incoming and out-going documents, files, prepare routine correspondence and general reference documents, organize data and information and maintain records and files:

- Receive, register and file all reports incoming for UPGP;
- Cross-check that such reports have been correctly and fully filled in;
- Ensure that incoming data from reports is regularly and promptly entered into UPGP MIS;
- Assist the MIS officer in processing reports from the UPGP MIS;
- Run verification checks across the MIS to ensure consistency in the database;

- Carry out other tasks assigned to him/her by the MIS Officer.
- Assist in implementation of ICT strategies and introduction of new technologies
- Assist in effective functioning of the CO hardware and software packages
- Provision of web site maintenance services
- Provision of related administrative support
- Facilitation of knowledge building and knowledge sharing
- Assist in maintaining electrical systems
- Ensure coordination with UZGP Project of GOB-UNDP-UNCDF

1. ICT strategies and implementation of new technologies

- Compliance with corporate information management and technology standards, guidelines and procedures for the CO technology environment.
- Implementation of internal policies and procedures on the use of ICT.

2. Effective functioning of the CO hardware and software packages

- Provision of advice on maintenance of equipment and acquisition of hardware supplies, making routine repairs and change of hardware electronic components.
- Implementation of corporate UNDP and UNCDF systems.

3. Network administration

- Operation of network utility procedures defining network users and security attributes establishing directories, menus and drive-mappings, configuring network printers and providing user access.
- Trouble-shooting and monitoring of network problems.
- Response to user needs and questions regarding network access.
- Maintenance of up-to-date parameters of information for the network clients and electronic mail.
- Implementation of backup and restoration procedures for local drives. Maintenance of backup logs. Maintain off-site storage of backups.
- Implement LAN Infrastructure and Internet connectivity upgrade to meet UNDP-UNCDF Project requirements.

4. Administrative support:

- Provision of advice on and assistance in procurement of new equipment for project, provision of technical specifications and information on best options in both local and international markets, review of quotations and bids.
- Maintenance of an up-to-date inventory of the software and hardware.
- Maintenance of the library of reference materials.

- ❑ Maintenance of the inventory and stock of supplies and spare parts in cooperation with the Procurement Unit.

6. Knowledge building and knowledge sharing:

- ❑ Identification and promotion of different systems and applications for optimal content management, knowledge management and sharing, information provision.
- ❑ Organization of trainings for the operations/ projects staff on ICT issues.
- ❑ Maintenance of staff training profiles.
- ❑ Synthesis of lessons learned and best practices in ICT.
- ❑ Sound contributions to knowledge networks and communities of practice.

7. Networking, Advocacy and Resource Mobilization:

- Support the management in creating positive and appreciative atmosphere for team-based work for the project and be an advocate for the work of UNDP and UNCDF.
- Disseminate the information on best practices and be active member of the UNDP and UNCDF global and regional networks.
- Ensure preparation of brochures, publications, and press releases for dissemination of UNDP-UNCDF Project assistance and experience.
- Support delivery of high quality and timely services, which are recognized, by the Government and international partners as part of the Country Office's resource mobilization strategy.

8. Any other functions, responsibilities or portfolio, which may be assigned by the UNDP-UNCDF/Project management. The Staff Member should be expected to be linked and contribute to the work of UNDP-UNCDF/Project in all practice areas; and, as appropriate in UNDP-UNCDF/Project, may be assigned to other practice or sub-practice portfolios.

IV. Impact of Results

The key results have an impact on the overall efficiency of the Project Office including improved business results and client services. Forward-looking ICT management has an impact on the organization of office management, knowledge sharing, and information provision.

V. Competencies

Corporate Competencies:

- Demonstrates commitment to UNDP and UNCDF's mission, vision and values
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Knowledge Management and Learning

- Shares knowledge and experience and provides helpful advice to others in the office
- Ability to develop systems for structuring, codifying and providing access to information and knowledge

Development and Operational Effectiveness

- Ability to provide IT support services including IT hardware/ infrastructure support, ERP support, other IT applications support and maintenance
- Good knowledge of PC/LAN operating systems, Microsoft Windows, corporate protection systems,
- knowledge of Novell Netware network administration, ERP
- Knowledge on electrical system
- Ability to provide input to business processes re-engineering, elaboration and implementation of new systems

Leadership and Self-Management

- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates openness to change

VI. Recruitment Qualifications

Education:	Minimum Bachelor's Degree with specialized training and certificates in related areas of ICT support. Bachelor's Degree, preferably in Computer Science, will be a significant advantage.
Experience:	Minimum 2 years of working experience in network administration and use of hardware/software, telecommunications facilities, general electrical issues. Working knowledge of software like SPSS will be an added advantage.
Language Requirements:	Fluency in written and spoken English and language of the duty station.

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT - JOB DESCRIPTION

I. Position Information

Job Code Title:	**Office Secretary/Computer Operator**
Post Level:	SB 2
Position Number**:**	**02** Positions
Duty station:	Project Office –Dhaka, Bangladesh
Supervisors:	Project Manager (In coordination with NPD of UPGP)
Position status	Renewable, based on performance

II. Organizational Context

The Union Parishad Governance Project (UPGP) is part of the overall programmatic framework for UNDP and UNCDF support to the Government of Bangladesh Local Governance reforms, supported by the European Union (EU), the Governments of Switzerland (SDC) and Denmark (Danida).

This UPGP document is complemented by the programmatic framework document itself and the partner project UZGP that provides support to the Upazila Parishads (UZP) level of local government as part of the wider Local Government Support Program. In this regard the UPGP and UZGP projects will have horizontal and vertical linkages throughout their implementation. In terms of project management there will be a shared implementation team(s) supporting both projects. Programmatically, both projects will share a common output covering policy and capacity development frameworks.

The base of (rural) local governance in Bangladesh is the Union Parishad (UP). These elected local government institutions are responsible for coordinating many aspects of local social and economic development in Bangladesh. For the last decade (based on a pilot UNDP and UNCDF project in the Sirajganj District) some UPs have been recipients of discretionary fiscal transfers, which they employ for development activities through an open process of citizen involvement. The UPGP will support around 10% of UPs and will use the comparative advantage of UNDP and UNCDF to adopt innovations to UP governance and local development functions that will demonstrate results in meeting development targets including the Millennium Development Goals. It is assumed that LGSP II may scale up the innovations of UPGP through pilot activities and systematic arrangements for evaluation and lesson learning that will enable successful innovations to be rapidly scaled up within the broader LGSP II.

The specific objective of UPGP is Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs. The project will be *piloting and evaluating innovations to improve the functional and institutional capacity and democratic accountability of Union Parishads and to increase citizen involvement in order to achieve effective, efficient and accountable delivery of pro-poor infrastructure and services*. UPGP is designed to produce three key

Results, which are:

1. *Strengthened Democratic Accountability of the Union Parishads through Citizen Engagement.* This will be achieved through support to the UP chairs, vice-chairs and members to perform their functions and through increased citizen engagement including in Standing Committees and Ward Shavas;

2. *Innovations in Pro-Poor and MDG-Oriented Planning and Financing of Service Delivery by Union Parishads.* These will be founded on further improvements to the system of performance-based grants providing an incentive for improved governance. The two principal activity areas will be Enhancing Planning and Financial Management and Strengthening Own Source Revenue Mobilisation.

3. *Strengthened national capacity for effective policy review, monitoring, lesson learning and capacity development of LGIs for improved Local Governance.* Two key institutions will be supported: a Policy Advisory Group which will develop a national framework for policy and capacity development for local governance, and the Monitoring, Investigation and Evaluation Wing of the Local Government Division, which will systematically collect the data required to evaluate the quality of local governance. Together, these institutions will provide the capacity for policy development based on the outcomes of the piloting activities. This result will be mainly embedded in of the sister UZGP project with some activities operationally located within UPGP. This output is common to the UPGP project and its partner project Upazila Governance Project (UZGP)

UPGP will run for five years from 2011 to 2016 (covering 4 fiscal year rounds), which is the proposed time frame for the LGSP II project. UNDP and UNCDF will continue discussions with the Government of Bangladesh and World Bank to ensure the optimal arrangements for coordination between UPGP and LGSP II as the programme design evolves. However, if full integration is not possible, there will be efforts to avoid duplication by LGSPII in the UPs where UPGP will work. UPGP will deliver performance grant in a coordinated manner with LGSPII's block grants.

Under the guidance and supervision of the Operations Manager (UPGP) Project Manager the Office Secretary/Computer Operator provides Secretarial services ensuring high quality, accuracy and consistency of work. The Office Secretary/Computer Operator promotes a client-oriented approach consistent with UNDP and UNCDF rules and regulations.

The Office Secretary/Computer Operator works in close collaboration with the operations, programme and projects' staff with UNDP and UNCDF staff to exchange information and ensure consistent service delivery.

III. Functions / Key Results Expected

Summary of Key Functions:

The Office Secretary/Computer Operator will carry out his/her duties under the general direction of the Operation Team. He/She may be assigned to support the project activities in LGD, NILG, RDA& BARD as necessary, and will be responsible for the following main tasks. The summary of key functions are:

- Provide secretarial, logistic and other support for the UPGP NPD, Project Advisor, Project Manager, Facilitators and consultants (national and international)
- Prepare routine correspondence and general reference documents, organize data and

collect information for relevant partners

- Assist in procurement of office supplies and equipment, maintain appropriate inventory records
- Maintain in-coming and out-going documents, files, prepare routine correspondence and general reference documents, organize data and information and maintain records and files.
- Maintain project files, documents and provide support to NPD, Project Manager and consultants/experts.
- Prepare routine correspondence and general reference documents, organize data and information and maintain project records, files and documents.
- Typing letters, documents, reports etc and applications of information and Communications Technologies.
- Proper filing of in-coming and out-going documents.
- Ensure delivery and receiving documents.
- Preparing correspondence and general reference documents, organize data and information.
- Must have ability and willingness to work flexible hours on the computer undertaken data entry, data verification and report production.
- Maintain communication through e-mail
- Carry out any other job as assigned by the Project Management Team (PMT).
- Perform other duties as required
- Ensure coordination with UPGP Project of GOB-UNDP-UNCDF

IV. Impact of Results

The key results have an impact on the overall success of the project targets.

V. Competencies

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards (human rights, peace, understanding between peoples and nations, tolerance, integrity, respect, results orientation (UNDP and UNCDF core ethics) impartiality
- Promotes the vision, mission, and strategic goals of UNDP and UNCDF
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Management and Leadership

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback, timely responses queries
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates good oral and written communication skills
- Demonstrates openness to change and ability to manage complexities

Development and Operational Effectiveness

- Ability to engage with high-ranking UNDP and UNCDF Managers, Government Officials and international donor community and provide policy advisory support services.
- Ability to identify opportunities, conceptualize and develop project reports
- Capability to engage in team-based activity
- Ability to support timely project implementation and to provide the necessary trouble

shooting to keep project implementation on schedule

- Ability to manage budgets and transactions
- Ability to implement new systems and affect staff behavioural/ attitudinal change

Knowledge Management and Learning

- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills
- Excellent communication skills (written and oral): Sensitivity to and responsiveness to all partners, Respectful and helpful relations with all UNDP and UNCDF staff, Project and GOB staff

VI. Recruitment Qualifications	
Education:	The incumbent should have a Bachelor's Degree. A Diploma in ICT from a recognized computer institution will be considered an additional advantage.
Experience:	Minimum 2 years of practical experience in secretarial duties and use of computers. Excellent computer skills and ability to provide ICT support, office software, internet and software applications. Ability to type both Bengali and English having speed of 60w/m.
Language Requirements:	Excellent communication skills in both writing and speaking English and Bengali are a must.

UNITED NATIONS DEVELOPMENT PROGRAMME

SERVICE CONTRACT - JOB DESCRIPTION

I. Position Information

Job code title: **Programme / Admin Assistant**
Post Level: SB 2

Position Number**:** **07** Positions
Duty station: District Office
(Dhaka, Rajshahi, Rangpur, Chittagong, Barisal, Sylhet & Khulna).
Supervisors: District Facilitator
Position status Renewable, based on performance

II. Organizational Context

Bangladesh has enjoyed sound economic growth, but this is unevenly spread, and many are not benefiting sufficiently from this process. Moreover, while some MDG targets are on track, others are not and there are significant territorial differences and local specificities in meeting them. There is a need to engage, via number of channels, with economic and social inequities. Within the governance arena, this implies a strong emphasis on localism, both in the delivery key services but crucially also, in shaping the demand side, in terms of community representation and mobilization.

Local government's role in relation to local economic and social development in Bangladesh operates at two levels: direct service delivery in key areas of provision; and in shaping the operating environment, including efficient and planned utilisation of scarce resources and securing accountability with community participation. These roles vary between the two tiers: Union Parishads with greater delivery mandates play a more immediate role, whereas Upazilas have a more catalytic function to play, representing local demands and views. Upazila Parishad started functioning afresh since 2009 after 19 years interval. The working procedures and ground rules are yet to be made functional. This is a formidable challenge for the UZGP in future to bring all the conflicting stakeholders together in a win-win situation. The UP is rather a stable organisation but here also a perpetuated 'culture of dependency' prevails which need be improved in the light of the new UP legislation. The UZP and UP both the organisations have to begin journey with a new 'vision of development' among the elected leadership to replace mindless scheme culture by planning discipline and above all the leadership with political wisdom has to be equipped with reasonable executive skill.

In spite of considerable progress some of the MDG challenges are substantial those need to be effectively achieved by 2015 require urgent attention. In Bangladesh's progress towards achieving the MDGs, the most serious performance gaps occur on nutrition, maternal health, gender equity and a raft of environmental concerns. Besides, some of the UZPs and UP are

way behind locally in some the MDG indicators. These issues are precisely those which can be either directly addressed by local government service provision or local community mobilization, where local government bodies have important roles to play. There are substantial local variations in local performance. This calls for a highly tailored approach to MDG achievement. Local planning is a key dimension of the two projects' work. These local appraisal processes serve both to identify variations in needs and performance and to allocate resources accordingly.

The UZPs work with Government officials from the line ministries, who have clearly delineated roles and development functions financed from central resources. Promisingly, the recently enacted UZP law identifies the UZP as representative bodies that strengthen voice and accountability for overall Government service delivery managed at Upazila level. In effect, the UZPs will have a role in co-coordinating service delivery to all citizens across the entire Upazila. Implementing this function will require the active participation and input from the line agencies and other actors (such as the UPs, directly elected chairs and women members comprise the Parishad members, the private sector and civil society organizations).

The fundamental challenge over the coming years will be to establish an appropriate balance of power, with checks and balances, at each level, as well as between the different tiers of local government. This will involve developing and defining the practicalities of how the different tiers of government and the different actors (including non-state actors) at each level will collaborate, coordinate and cooperate, to deliver the services needed to achieve the MDGs and ensure adherence to democratic principles.

Given the challenges to deliver services in attaining the MDGs and ensure adherence to democratic principles, the Programmatic Framework outlays intervention that will be delivered through two distinct but complementary projects namely:

1) Union Parishad Governance Project (UPGP); 2) Upazila Governance project (UZGP).

These interventions envisaged to a broader package of support to local government and will link support for democratic institutions and support for local development in a creative and innovative way.

The proposed intervention will be looking at a rich array of past and ongoing projects. The components/outputs UPGP and UZGP projects are directly built on the experience of the Local Governance Support Project - Learning and Innovation Component (supported by the EU, UNDP, UNCDF, DANIDA, World Bank and its preceding pilot project the Sirajganj Local Governance Development Fund Project (UNDP and UNCDF) for the UP level and on the Upazila Parishad Strengthening Preparatory Assistance (UNDP) for the UZP level. Both projects will run for five years from 2011 to 2016.

Under the guidance and supervision of the District Facilitators (UPGP and UZGP), the Programme / Admin Assistant provides financial services ensuring high quality, accuracy and consistency of work. The Programme / Admin Assistant promotes a client-oriented approach consistent with UNDP and UNCDF rules and regulations.

The Programme/Admin Assistant works in close collaboration with the operations, programme and projects' staff with UNDP and UNCDF staff to exchange information and ensure consistent service delivery.

III. Functions / Key Results Expected

Summary of Key Functions:

- Assist the District Facilitators (UPGP and UZGP) in the preparation and execution of the project budget
- Prepare quarterly/ annual financial reports
- Assist Divisional Facilitator in monitoring project expenditure
- Timely and accurate preparation of bank reconciliations.
- Manage financial documents and files
- Implementation of financial operational strategies
- Functioning of cost-recovery system
- Accounting and administrative support
- Knowledge building and knowledge sharing
- Ensure coordination with UPGP Project of GOB-UNDP-UNCDF

3. Ensures i**mplementation of financial operational strategies** focusing on achievement of the following results:

- Full compliance of financial processes and financial records with UNDP and UNCDF rules, regulations, policies and strategies.
- Input to the CO business processes mapping and elaboration of the content of internal Standard Operating Procedures in Finance in consultation with the direct supervisor and office management.

4. Ensures **functioning of the optimal cost-recovery system** focusing on achievement of the following results:

- Provision of inputs for preparation of cost-recovery bills in Atlas for the services provided by UNDP and UNCDF, follow up on cost recovery.

3. **Provides accounting and administrative support to the Finance Unit** focusing on achievement of the following results:

- Proper control of the supporting documents for payments and financial reports for NEX projects; preparation of all types of vouchers for projects.
- Timely corrective actions on un-posted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.
- Presentation of information on the status of financial resources as required.
- Maintenance of the Accounts Receivables for UNDP and UNCDF projects and recording of deposits.
- Management of cash receipts and petty cash.
- Maintenance of the proper filing system for finance records and documents.

4. Supports **knowledge building and knowledge sharing** in the CO focusing on achievement of the following results:

- Participation in the trainings for the operations/ projects staff on Finance.
- Contributions to knowledge networks and communities of practice.

IV. Impact of Results

The key results have an impact on the execution of the GOB, UNDP, UNCDF financial services management in terms of quality and accuracy of work. Accurate data entry and presentation of financial information and a client-oriented approach enhances UNDP and UNCDF's capability to effectively and efficiently manage financial resources.

V. Competencies and Critical Success Factor

Corporate Competencies:

- Demonstrates commitment to UNDP and UNCDF's mission, vision and values
- Displays cultural, gender, religion, race, nationality, sensitivity and adaptability

Functional Competencies

Knowledge Management and Learning

- Shares knowledge and experience
- Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- Ability to perform a variety of standard tasks related to financial resources management, including screening and collecting documentation, financial data processing, filing, provision of information
- Good knowledge of financial rules and regulations, accounting
- Strong IT skills
- Ability to provide input to business processes re-engineering, implementation of new system

Leadership and Self-Management

- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humored even under pressure

VI. Recruitment Qualifications

Education:	Minimum Bachelor's degree in relevant discipline
Experience:	Minimum 2 years of relevant finance experience at the national or international level is required. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems.
Language Requirements:	Excellent communication skills in both writing and speaking English and Bengali are a must.

UNITED NATIONS DEVELOPMENT PROGRAMME

SERVICE CONTRACT - JOB DESCRIPTION

I. Position Information

Job Code Title:	**Driver cum Messenger**
Post Level:	SB 1
Position Number**:**	**10 Nos.**
Duty station:	Project Office-Dhaka and 07 No's District
Supervisors:	District Facilitators/PM
Position status	Rotational, based on performance

II. Organizational Context

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III. Functions / Key Results Expected

Summary of Key Functions:

The Driver cum Messenger will be competent in the relevant area. The summary of key functions are:

- Drive Office vehicle in Dhaka and Seven project division.
- Collect and deliver mail or documents

The incumbents will drive office vehicle within Dhaka city and the project areas to meet the transportation requirements of the program personnel., day-to-day maintenance of the assigned vehicles, maintain log book, arrange repairs when necessary, follow rules and regulations and report to the authorities in case of incidence, collect and deliver mail or documents when required, etc.

V. Impact of Results

The key results have an impact on the overall success of the project targets.

IV. Recruitment Qualifications	
Education:	Minimum SSC passed or higher education is preferred. Computer literacy is an added qualification. The incumbents must have valid heavy/light driving license and good knowledge of Dhaka and surrounding areas. The candidates must have adequate knowledge and skills in minor vehicle repair and demonstrative initiative and sound judgment is desired.
Experience:	Minimum 5 years of experience as driver.
Language Requirements:	Good knowledge of Bangla and working knowledge of English required.