Sl. No	Output	Activities			Year 1			Year 2			Year 3			Year 4			Year 5			TOTAL
					Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Amount
		Annual community assessment exercise of the implementation of the UZP Citizen Charter	*UNDP*	*NTA*	1	36,000	36,000	1	36,000	36,000	1	36,000	36,000	1	36,000	36,000				144,000
		Support UZP to develop framework for community monitoring (pilot in 14 UZP)	*UNDP*	*NTA*	1	10,000	10,000													10,000
		ationwide dissemination workshops on community monitoring framework	*UNDP*	*WS*				8	6,000	48,000										48,000
		1.2.2: Enhance Right to Information and Digital Bangladesh vision																		
		Orient (for all 482 UZPs) and equip (for 14 pilot UZPs) designated "information officer" as per requirement of R2I Act 2009	*UNDP*	*train*			-	482	200	96,400				482	200	96,400			-	192,800
		Promote publication of UZP annual reports, budget and plan book	*UNDP*	*IEC*			-	7	2,000	14,001	14	2,000	28,000	14	2,000	28,000	14	2,000	28,000	98,001
		Awareness workshops for national and local media on the UZP activities	*UNDP*	*WS*			-	1	15,000	15,000	1	15,000	15,000	1	15,000	15,000	1	15,000	15,000	60,000
		Establish computer aided 'one stop service centre' and web portal for Upazilas (activity linked with A2I)	*UNDP*	*SC*	7	5,000	35,000	7	5,000	35,000	7	5,000	35,000							105,000
		1.3: Empowered UZP women representatives for effective participation in Upazila affairs																		
		1.3.1: Capacity building initiatives for women elected leaders																		
		Provide support to do regular meetings of elected women leaders Organize	*UNDP*	*NTA*	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
		Support WDF to organize coaching support for women members (and other women officials at Upazila level) for developing skills and capacities to effectively contribute to UpazilaParishad affairs and policy debate	*UNDP*	*CS*	64	400	25,600	64	400	25,600	64	400	25,600	64	400	25,600				102,400
		Support WDF to organize orientation and awareness programme for men and women on gender relevant issues related to local governance and local development (with particular stress on gender sensitive planning and budgeting, gender friendly services etc.).	*UNDP*	*CS*				64	1,000	64,000	64	1,000	64,000	64	1,000	64,000				192,000
		1.3.2: Raising awareness on gender equality within the Upazila																		
		Gender sensitive assessment of Upazila level institutional mechanisms, processes and practices with dissemination and debate over results (linking with Output 3)	*UNDP*	*NTA*	2	9,000	18,000			-	1	9,000	9,000			-	1	9,000	9,000	36,000
		Gender equality campaign at Upazila level through different national and local level activities, using public events, media and communication materials.	*UNDP*	*IEC*			-	1	30,000	30,000	1	30,000	30,000	1	30,000	30,000			-	90,000
		Supporting women members and functionaries direct engagement with the public to build their legitimacy with the Upazila constituency and within the Parishads.	*UNDP*	*train*				482	92	44,199										44,199
		National Technical Adviser	*UNDP*	*SB5*	1	45,000	45,000	1	45,000	45,000	1	45,000	45,000	1	45,000	45,000	1	45,000	45,000	225,000
		Woman empowerment Officer	*UNDP*	*SB4*	1	22,256	22,256	1	22,256	22,256	1	22,256	22,256	1	22,256	22,256	1	22,256	22,256	111,275
		Divisional Facilitator	*UNDP*	*SBJ*	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	693,919

Sl. No	Output	Activities			Year 1			Year 2			Year 3			Year 4			Year 5			TOTAL
					Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Amount
		Capacity Building/Training Associate	UNDP	SB3	2	16,769	33,537	2	16,769	33,537	2	16,769	33,537	2	16,769	33,537	2	16,769	33,537	167,687
		Programme Assistant	UNDP	SB2	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
	Sub-Total = Output 1						1,620,402			1,639,203			1,655,302			734,702			475,102	6,024,712
2	Output 2: Strengthened Planning and Budgeting system at UZP with MDG orientation and pro-poor service delivery mechanism	**2.1 UZP capacity strengthened to** formulate local development plans with emphasis on MDG achievement					-			-			-			-			-	-
		2.1.1 Support to develop of Upazila Development Planning and budgeting guidelines																		-
		Production of planning and Budgeting Guidelines by engaging expert/ group/institution including gender equality mainstreaming expertise	UNDP	NTA	2	9,000	18,000			-	1	9,000	9,000			-	2	9,000	18,000	45,000
		Technical support on budgeting, accounting and public financial management by UZPs (for integration into guidelines)	UNCDF	ITA	1	20,000	20,000													20,000.00
		Practice Guidelines in selected UZPs(14) and wider Consultation and dissemination of the guidelines	UNDP	WS	1	20,000	20,000			-			-			-	1	10,000	10,000	30,000
			UNDP	print			-	6,000	4	24,000			-			-			-	24,000
			UNDP	train	630	80	50,400	630	80	50,400	630	80	50,400			-			-	151,200
			UNDP	NTA	2	9,000	18,000			-	2	9,000	18,000			-	2	9,000	18,000	54,000
		Assist LGD for approval and circulation/dissemination of guidelines	UNDP	ITA	1	20,000	20,000			-			-			-			-	20,000
			UNDP	NTA	2	9,000	18,000			-	1	9,000	9,000			-			-	27,000
		2.1.2: Design and deliver local planning and budgeting training based on the guidelines prepared under 2.1.1																		-
		Engage and support training institution(s) to design and delivery of training and coaching programme	UNDP	CS	1	10,000	10,000				1	9,450	9,450							19,450
		Develop training module and coaching programmein line with the guidelines approved by the Government and also develop under project for pilot activities	UNDP	NTA	1	9,000	9,000													9,000
		Delivery of the training first in the 14 pilot Upazilas and then expanding it to all Upazilas	UNDP	Training	630	50	31,500				630	50	31,500	630	50	31,500				94,500
		Estabish of a peer to peer (P2P) network for Capacity support on Upazila planning and budgeting	UNDP	WS	1	5,000	5,000				1	5,000	5,000			-			-	10,000
		2.1.3: Developing Upazila integrated development plan with emphasis on **MDG achievement in 14 Upazila**																		-
		Upazila-led Development Needs Assessment and identification of resources available	UNDP	WS	7	1,000	7,000	14	1,000	14,000	14	1,000	14,000	14	1,000	14,000			-	49,000
		Development of shared Planning Vision in 14 UZPs	UNDP	WS	7	2,000	14,000	7	2,000	14,000	7	2,000	14,000	7	2,000	14,000			-	56,000
		Preparation of a Five year Upazila development plan and budget with annual development plans and budgets (including open budget session)	UNDP	WS			-	7	1,000	7,000	14	1,000	14,000	14	1,000	14,000	14	1,250	17,500	52,500
		Support Open budget sessions with the participation of CSOs,NGOs and CBOs in 14 UZPs	UNDP	print	1,000	7	7,000			-	500	7	3,500			-			-	10,500
		Facilitate approval of the 14 UpazilaParishad Development Plans																		-
		Support Publication and dissemination of 14 Upazila Plan Books(UZPBs)	UNDP	IEC	1	10,000	10,000			-	1	5,000	5,000			-			-	15,000

Sl. No	Output	Activities			Year 1			Year 2			Year 3			Year 4			Year 5			TOTAL
					Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Amount
		2.1.4 Support in preparation of Upazila monitoring and evaluation framework																		-
		Develop tools for the social audit/assessments/feedback	*UNDP*	*CS*	7	2,000	14,000	14	2,000	28,000	14	2,000	28,000	14	2,000	28,000	14	3,000	42,000	140,000
		Facilitate updating the annual and five year local development plans on the basis of the monitoring and social audit feedback.	*UNDP*	*IEC*			-			-	7	2,000	14,000	14	2,000	28,000	14	2,000	28,000	70,000
		Output 2.2 Delivery of Upazila Parishad managed development support																		-
		2.2.1: Design and capacitate on Upazila Fiscal Support system tools																		-
		Prepare Upazila Fiscal Support system Guidelines	*UNCDF*	*ITA*	1	15,000	15,000			-	1	15,000	15,000			-			-	30,000.00
		Support consultation exercises among the Stakeholder and Government to validate Fiscal Support System Guidelines	*UNDP*	*NTA*	2	9,000	18,000			-			-			-			-	18,000
		Provide training programme on Upazila Fiscal Support guidelines for 14 Upazila officials and designated District and LGD officers	*UNDP*	*train*	210	80	16,800	210	80	16,800	420	80	33,600	630	40	25,200			-	92,400
		2.2.2. Support to management and implementation of the UZP pilot fiscal support system																		-
		Carrying out Financial Audit, Minimum Conditions and Performance Measures Assessments of targeted Upazilas.	*UNCDF*	*CS*	21	900	18,900	14	900	12,600	14	900	12,600	14	900	12,600	21	871	18,300	75,000.45
			UNCDF	*ITA*	1	20,000	20,000			-			-			-			-	20,000.00
			UNCDF	*NTA*	2	10,000	20,000			-			-			-			-	20,000.00
		Accountable review process of Performance Assessment results and establishment of transparent grievance processing mechanism.	*UNCDF*	*ITA*			-			-	1	17,900	17,900			-			-	17,900.00
			UNCDF	*NTA*			-			-	1	12,000	12,000			-			-	12,000.00
		Dissemination of final fiscal facility allocations (as appropriate)	*UNDP*	*WS*	7	1,000	7,000	14	1,000	14,000	14	1,000	14,000	14	1,000	14,000			-	49,000
		Disbursement of Fiscal facility through GoB channels (to be further defined)	*UNCDF*	*Grant*	7	71,276	498,931	14	71,276	997,862	14	71,276	997,862	14	71,276	997,862			-	3,492,516.04
		Direct coaching to Upazila Parishads to monitor the quality delivery of services (developed guidelines will include provision for community monitoring support) through the fiscal support by UPs, line agencies, Pourashavas and other non-state actors.	*UNDP*	*Train*	241	300	72,300	241	300	72,300			-			-			-	144,600
		Promotion of non-state service providers and CSOs for service delivery and interaction with sectoral departments including promotion of CSO and Private sector partnership for public service delivery.	*UNDP*	*NTA*	2	9,000	18,000			-			-			-			-	18,000
			UNDP	*WS*	7	1,000	7,000	14	1,000	14,000	14	1,000	14,000	14	1,000	14,000	14	900	12,600	61,600
		Promotion of dialogue with selected line agencies (local and national level) to ensure coordination of utilization of UpazilaParishad fiscal support.	*UNDP*	*NWS*	1	10,000	10,000			-			-			-	1	20,000	20,000	30,000
		2.2.3 Support to further development of the UZP pilot fiscal support system																		-
		Annual stakeholder review workshop on 14 Upazila experience with pilot fiscal support and extract best practices and lessons learnt.	*UNCDF*	*WS*				8	900	7,200	15	900	13,500	15	900	13,500	15	787	11,800	45,999.75

Sl. No	Output	Activities			Year 1			Year 2			Year 3			Year 4			Year 5			TOTAL
					Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Amount
		Qualitative and quantitative assessment to provide evidence-based recommendations for further developing the UZP fiscal support system and recommendation for national upscalling	*UNCDF*	*WS*							1	15,000	15,000							15,000.00
		Advocacy through policy paper, workshop and international exposure for mainstreaming of fiscal support to Upazila Parishads.	*UNCDF*	*CS*	7	300	2,100	14	300	4,200	14	300	4,200	14	300	4,200				14,700.00
		International Technical Adviser	*UNDP*	*P4*	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	1,000,000
		District Facilitator	*UNDP*	*SB3*	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	693,919
		Regional Backstopping support	UNCDF	*travel (B)*	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	25,000.00
			UNDP	*travel (B)*	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	25,000
	Sub-Total = Activity 2						1,344,715			1,625,146			1,723,296			1,559,646			544,984	6,797,785
3	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	**Support to a Policy Advisory Group (PAG) and National Framework for**	*UNDP*				-			-			-			-			-	-
		3.1.1 Support to core functions of Advisory Group	*UNDP*	*stipent*	1	3,000	3,000	1	10,000	10,000	1	3,000	3,000	1	3,000	3,000	1	3,000	3,000	22,000
			UNDP	*equip*	1	20,000	20,000			-			-			-			-	20,000
			UNDP	*travel*	1	1,000	1,000	1	1,000	1,000	1	1,000	1,000	1	1,000	1,000	1	1,000	1,000	5,000
		3.1.2 Development of National Framework for Local Governement Policy and Capacity Development	*UNCDF*	*ITA*			-	1	30,000	30,000			-			-	1	24,000	24,000	54,000.00
			UNDP	*NTA*			-	2	9,000	18,000			-			-	1	9,000	9,000	27,000
			UNDP	*WS*			-	1	10,000	10,000			-			-	1	10,000	10,000	20,000
			UNDP	*IEC*			-	1	10,000	10,000			-			-	1	10,000	10,000	20,000
		3.1.3 Support to policy support unit for undertaking Action research on local governance issues.	*UNDP*	*CS*			-	2	10,000	20,000	2	10,000	20,000	2	10,000	20,000	2	10,000	20,000	80,000
			UNDP	*NWS*			-	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	40,000
			UNDP	*IEC*			-	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	40,000
		3.2.1 Support to LGD (MIE wing) to develop and maneuvering a general strategy and framework for monitoring and Evaluation of UP and UZP performance.					-			-			-			-			-	-
		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 (Budget will be covered under UPGP)					-			-			-			-			-	-
		3.2.2 Support to the development of tools for collection and analysis of governance and 'democracy' indicators.					-			-			-			-			-	-
		3.2.3 Support National training institutions and education **institutions in training and backstopping of UPs and UZPs.**					-			-			-			-			-	-
		Training Resource pool	*UNDP*	*NTA*	2	9,000	18,000			-			-			-			-	18,000
		Identification and selection of resource people	*UNDP*	*CS*	64	500	32,000			-			-			-			-	32,000
		Training of trainers	*UNDP*	*train*			-	640	300	192,000			-	640	200	128,000			-	320,000
		Support to training roll out	*UNDP*	*train*			-	700	50	35,000	1,050	50	52,500	1,050	50	52,500			-	140,000
		Launching workshop and stakeholder consultation	*UNDP*	*WS*	7	2,000	14,000	7	2,000	14,000			-			-			-	28,000
		Physical support to training facilities at District level	*UNDP*	*equip*	7	10,000	70,000			-			-			-			-	70,000
		3.3.1 Research and Documenation (R & D) for Knowledge Generation					-			-			-			-			-	-
		R&D fund for knowledge Generation activities	*UNDP*	*CS*	1	50,000	50,000	1	50,000	50,000	1	50,000	50,000	1	50,000	50,000	1	50,000	50,000	250,000
			UNCDF	*CS*	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	100,000.00
		3.3.2 M&E and project learning review					-			-			-			-			-	-
		Baseline survey	*UNDP*	*CS*	1	70,000	70,000			-			-			-			-	70,000
		Mid term project review	*UNDP*	*CS (E)*			-			-	1	30,000	30,000			-			-	30,000
			UNCDF	*CS (E)*			-			-	1	30,000	30,000			-			-	30,000.00

Sl. No	Output	Activities			Year 1			Year 2			Year 3			Year 4			Year 5			TOTAL
					Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Amount
		Mid term learning documentation (including impact assessment)	*UNCDF*	*ITA*			-			-	1	36,000	36,000			-			-	36,000.00
			UNDP	*NTA*			-			-	2	13,000	26,000			-			-	26,000
			UNDP	*CS*			-			-	1	20,000	20,000			-			-	20,000
		Final project evaluation	*UNDP*	*CS (E)*			-			-			-			-	1	50,000	50,000	50,000
			UNCDF	*CS (E)*			-			-			-			-	1	50,000	50,000	50,000.00
		Final documentation of learning and impact (including impact against baseline)	*UNDP*	*ITA*			-			-			-			-	1	36,000	36,000	36,000
			UNCDF	*NTA*			-			-			-			-	2	13,000	26,000	26,000.00
			UNDP	*CS*			-			-			-			-	1	20,000	20,000	20,000
		Project M&E strategy tool development (including systematic piloting strategy and MIS support)	*UNDP*	*CS*	1	24,000	24,000			-			-			-			-	24,000
			UNDP	*ITA*	1	24,000	24,000			-			-			-			-	24,000
			UNDP	*NTA*	2	13,000	26,000	1	9,000	9,000			-			-			-	35,000
		Travel Local (monitoring activities)	*UNDP*	*travel*	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*	*ırnational tra*	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
		Monitoring and Evaluation Officer	*UNDP*	*SB3*	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	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*	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
		Quality Assurance TA	*UNDP*	*AA-EU*	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
		Knowledge Management Officer	*UNDP*	*SB3*	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
		Advocacy, Printing and Publications	UNDP	*IEC*	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
	Sub-Total = Activity 3						557,305			624,305			493,805			479,805			534,305	**2,689,525**
4	Output 4: Project support	**4.1 Establish project support team**					-			-			-			-			-	-
		Project Manager	*UNDP*	*SB4*	0.5	32,638	16,319	0.5	32,638	16,319	0.5	32,638	16,319	0.5	32,638	16,319	0.5	32,638	16,319	81,595
			UNCDF	*SB4*	0.5	32,638	16,319	0.5	32,638	16,319	0.5	32,638	16,319	0.5	32,638	16,319	0.5	32,638	16,319	81,595.22
		Operation manager	*UNDP*	*SB4*	1	20,522	20,522	1	20,522	20,522	1	20,522	20,522	1	20,522	20,522	1	20,522	20,522	102,612
		Project officer	*UNDP*	*SB3*	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
		Finance / Admin. Associate	*UNDP*	*SB3*	2	16,769	33,537	2	16,769	33,537	2	16,769	33,537	2	16,769	33,537	2	16,769	33,537	167,687
		Office Secretary/Project Assistant	*UNDP*	*SB2*	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
		Data keeper/ It Assistant	*UNDP*	*SB2*	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
		Driver-cum-Messenger	*UNDP*	*SB1*	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
		Procurement support	*UNDP*	*AA-EU*	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)					-			-			-			-			-	-
		Vehicles (7 Division/districts+3 Dhaka)	*UNDP*	*equip*	10	30,000	300,000	-		-			-			-			-	300,000
		Motocylce	*UNDP*	*equip*	7	2,500	17,500			-			-			-			-	17,500
		Office Equipment /Computer Dock in station	*UNDP*	*equip*	60	2,500	150,000	-		-			-			-			-	150,000
		Office Furniture / Computer table/ File cabinet etc	*UNDP*	*equip*	8	3,000	24,000	-		-			-			-			-	24,000
		Printer	*UNDP*	*equip*	17	600	10,200	-		-			-			-			-	10,200
		Photocopiers	*UNDP*	*equip*	17	5,000	85,000	-		-			-			-			-	85,000
		Scanner / fax	*UNDP*	*equip*	17	1,000	17,000	-		-			-			-			-	17,000
		Other equipment/ Mobile, Internet etc	*UNDP*	*equip*	8	8,000	64,000	8	2,000	16,000	8	2,000	16,000	8	2,000	16,000	8	2,000	16,000	128,000
		4.3 Ensure operations and maintenance					-			-			-			-			-	-
		Rental Office	*UNDP*	*operations*	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
		Operation Maintenance Vehicles (10 Vehicls=7000 and 7 Motorcylce lamsum500)	*UNDP*	*operations*	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
		Operation maintenance Office And Office equipment / Mobile, Internet, telphone etc. Bill	*UNDP*	*operations*	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*				-			-			-			-			-	-
		Editing consultant	*UNDP*	*NTA*	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
		Translation services (oral and written)	*UNDP*	*NTA*	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
		Annual project report publication	*UNDP*	*print*	500	20	10,000	500	20	10,000	500	20	10,000	500	20	10,000	500	20	10,000	50,000
		4.5 Conduct Annual reviews					-			-			-			-			-	-
		Annual project retreat (includnig resource person)	*UNDP*	*WS*	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
		Annual planning workshop (local and central level) (includnig resource person)	*UNDP*	*WS*	8	1,000	8,000	8	1,000	8,000	8	1,000	8,000	8	1,000	8,000			-	32,000
		4.6 Sundries	UNDP	*Sundries*	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						1,060,502			408,802			408,802			408,802			400,802	2,687,712

Sl. No	Output	Activities			Year 1			Year 2			Year 3			Year 4			Year 5			TOTAL
					Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Unit	Per Unit Cost	Amount	Amount
		Total programme cost					4,482,924			4,297,456			4,281,205			3,182,955			1,955,194	18,199,735
		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)					262,078	-	-	251,235	-	-	250,285	-	-	186,080	-	-	114,303	1,063,981
		1% AA fee (ESTIMATE on SDC contribution,exact amount to be determined once SDC contribution is received in USD)					12,119	-	-	11,617			11,574			8,605			5,286	49,200
		Total Budget					4,757,121	-	-	4,560,308	-	-	4,543,064	-	-	3,377,640	-	-	2,074,783	19,312,916

				Year-1		Year-2		Year-3		Year-4		Year-5		
Total Budget by ACTIVITY	Output -1				1,520,402		1,639,203		1,655,302		734,702		475,102	6,024,712
	Output -2				1,344,715		1,625,146		1,723,296		1,559,646		544,984	6,797,785
	Output -3				557,305		624,305		493,805		479,805		534,305	2,689,525
	Output -4				1,060,502		408,802		408,802		408,802		400,802	2,687,712
	Total Programmable Budget				4,482,924		4,297,456		4,281,205		3,182,955		1,955,194	18,199,735
	Indirect Costs (GMS + AA fee ESTIMATED)				274,197		262,853		261,859		194,685		119,589	1,113,181
				Total	4,757,121		4,560,308		4,543,064		3,377,640		2,074,783	19,312,916

			1Year	2 Year	3Year	4 Year	5 Year	Total
Programmable total UNDP	UNDP		3,846,674.57	3,204,275.02	3,085,824.57	2,113,474.57	1,783,774.57	14,034,023.30
Programmable total UNCDF	UNCDF		636,249.91	1,093,180.77	1,195,380.77	1,069,480.77	171,419.24	4,165,711.45
Total Programmable	**Total**		4,482,924.48	4,297,455.79	4,281,205.34	3,182,955.34	1,955,193.81	18,199,734.75

UZGP Annex 5c: 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 Upazila Parishads as functional, democratic and	*UNDP*	**1.1: Basic functions of Upazila Parishad operationalized**						*UNDP*				
		1.1.1 Capacity development initiatives for all UZPs										
	UNDP	Module and Manual development on General and Specialized trainings						*UNDP*		***Local Consult.-Sht Term-Tech***	18,000	
	UNDP	Printing of modules						*UNDP*		Audio Visual&Print Prod Costs	200,000	
	UNDP	Delivery of (refresher) General training programme (roles and functions of UZP as per UZP Act 2009)						*UNDP*		Training, Workshops and Confer	723,000	
	UNDP	Delivery of Specialized training programme (Planning, budgeting, financial management, office skills, Standing Committee functioning etc.)						*UNDP*		Training, Workshops and Confer	1,250,000	
		1.1.2: Support UZP for effective meetings and active Committees									-	
	UNDP	ToR development for UZP meetings (monthly Council meetings, Standing Committee meetings and others)						*UNDP*		***Local Consult.-Sht Term-Tech***	36,000	
	UNDP	Nationwide peer dialogue events to promote good practices on meeting holding and Standing Committee activation						*UNDP*		Contractual Services-Companies	192,000	
	UNDP	Backstopping for monthly meetings and Standing Committee effective functioning and promotion for national replication						*UNDP*		Training, Workshops and Confer	144,600	
	UNDP	Dialogue activities with concerned line agencies to ensure effectiveness of Standing Committee functioning and coordination with UpazilaParishads.						*UNDP*		Training, Workshops and Confer	147,000	
	UNDP	IEC activities						*UNDP*		Audio Visual&Print Prod Costs	80,000	
		1.1.3: Support LGD drafting of sub-legislation (Delegated legislation) as per UZP Act 2009										
	UNDP	Support to drafting UZP legislation framework (Law, rules, regulations and guidelines)						*UNDP*		***Local Consult.-Sht Term-Tech***	45,000	
	UNDP	Development of framework UZP bye-laws (tested in 14 pilot UZPs)						*UNDP*		***Local Consult.-Sht Term-Tech***	30,000	
	UNDP	Publication and dissemination of UZP framework bye-laws for national replication						*UNDP*		Audio Visual&Print Prod Costs	160,000	
		1.2: Established horizontal and downward democratic accountability mechanism at UZP level										
		1.2.1:Establishing linkages between UZP and other stakeholders and CSOs										
	UNDP	Mapping and orientation of local level CSOs, NGOs and CBOs for capacity development (14 UZP)						*UNDP*		Training, Workshops and Confer	151,200	
	UNDP	Nationwide dialogue workshops between CSOs, NGOs, CBOs and relevant Private sector agents together with UZP representatives						*UNDP*		Training, Workshops and Confer	160,000	
	UNDP	Support drafting, consultation/dissemination and adoption of UZP Citizen Charter						*UNDP*		***Local Consult.-Sht Term-Tech***	36,000	
	UNDP	Annual community assessment exercise of the implementation of the UZP Citizen Charter						*UNDP*		***Local Consult.-Sht Term-Tech***	144,000	
	UNDP	Support UZP to develop framework for community monitoring (pilot in 14 UZP)						*UNDP*		***Local Consult.-Sht Term-Tech***	10,000	

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
	UNDP	Nationwide dissemination workshops on community monitoring framework						*UNDP*		Training, Workshops and Confer	48,000
		1.2.2: Enhance Right to Information and Digital Bangladesh vision									
	UNDP	Orient (for all 482 UZPs) and equip (for 14 pilot UZPs) designated "information officer" as per requirement of R2I Act 2009						*UNDP*		Training, Workshops and Confer	192,800
	UNDP	Promote publication of UZP annual reports, budget and plan book						*UNDP*		Audio Visual&Print Prod Costs	98,001
	UNDP	Awareness workshops for national and local media on the UZP activities						*UNDP*		Training, Workshops and Confer	60,000
	UNDP	Establish computer aided 'one stop service centre' and web portal for Upazilas (activity linked with A2I)						*UNDP*		Contractual Services-Companies	105,000
		1.3: Empowered UZP women representatives for effective participation in Upazila affairs									
		1.3.1: Capacity building initiatives for women elected leaders									
	UNDP	Provide support to do regular meetings of elected women leaders Organize						*UNDP*		***Local Consult.-Sht Term-Tech***	54,000
	UNDP	Support WDF to organize coaching support for women members (and other women officials at Upazila level) for developing skills and capacities to effectively contribute to UpazilaParishad affairs and policy debate						*UNDP*		Contractual Services-Companies	102,400
	UNDP	Support WDF to organize orientation and awareness programme for men and women on gender relevant issues related to local governance and local development (with particular stress on gender sensitive planning and budgeting, gender friendly services etc.).						*UNDP*		Contractual Services-Companies	192,000
		1.3.2: Raising awareness on gender equality within the Upazila									
	UNDP	Gender sensitive assessment of Upazila level institutional mechanisms, processes and practices with dissemination and debate over results (linking with Output 3)						*UNDP*		***Local Consult.-Sht Term-Tech***	36,000
	UNDP	Gender equality campaign at Upazila level through different national and local level activities, using public events, media and communication materials.						*UNDP*		Audio Visual&Print Prod Costs	90,000
	UNDP	Supporting women members and functionaries direct engagement with the public to build their legitimacy with the Upazila constituency and within the Parishads.						*UNDP*		Training, Workshops and Confer	44,199
	UNDP	National Technical Adviser (SB 5)						*UNDP*	UNDP TRAC	Contractual Services - Individ	225,000
	UNDP	Woman empowerment Officer (SB 4)						*UNDP*	UNDP TRAC	Contractual Services - Individ	111,279
	UNDP	Divisional Facilitator (SB 3)						*UNDP*	UNDP TRAC	Contractual Services - Individ	693,919
	UNDP	Capacity Building/Training Associate (SB 3)						*UNDP*	UNDP TRAC	Contractual Services - Individ	167,687
	UNDP	Programme Assistant (SB 2)						*UNDP*	UNDP TRAC	Contractual Services - Individ	277,626
Sub-Total = Output 1											**6,024,712**
Output 2: Strengthened Planning and Budgeting system at UZP with MDG orientation and pro-poor service delivery mechanism		**2.1 UZP capacity strengthened to formulate local development plans with emphasis on MDG achievement**									-
		2.1.1 Support to develop of Upazila Development Planning and budgeting guidelines									-

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
	UNDP	Production of planning and Budgeting Guidelines by engaging expert/ group/institution including gender equality mainstreaming expertise						UNDP		*Local Consult.-Sht Term-Tech*	45,000
	UNCDF	Technical support on budgeting, accounting and public financial management by UZPs (for integration into guidelines)						UNCDF		*Intl Consultants-Sht Term-Tech*	20,000
	UNDP	Practice Guidelines in selected UZPs(14) and wider Consultation and dissemination of the guidelines						UNDP		Training, Workshops and Confer	30,000
	UNDP							UNDP		Audio Visual&Print Prod Costs	24,000
	UNDP							UNDP		Training, Workshops and Confer	151,200
	UNDP							UNDP		*Local Consult.-Sht Term-Tech*	54,000
	UNDP	Assist LGD for approval and circulation/dissemination of guidelines						UNDP		*Intl Consultants-Sht Term-Tech*	20,000
	UNDP							UNDP		*Local Consult.-Sht Term-Tech*	27,000
		2.1.2: Design and deliver local planning and budgeting training based on the guidelines prepared under 2.1.1									-
	UNDP	Engage and support training institution(s) to design and delivery of training and coaching programme						UNDP		Contractual Services-Companies	19,450
	UNDP	Develop training module and coaching programmein line with the guidelines approved by the Government and also develop under project for pilot activities						UNDP		*Local Consult.-Sht Term-Tech*	9,000
	UNDP	Delivery of the training first in the 14 pilot Upazilas and then expanding it to all Upazilas						UNDP		Training, Workshops and Confer	94,500
	UNDP	Estabish of a peer to peer (P2P) network for Capacity support on Upazila planning and budgeting						UNDP		Training, Workshops and Confer	10,000
		2.1.3: Developing Upazila integrated development plan with emphasis on MDG achievement in 14 Upazila									-
	UNDP	Upazila-led Development Needs Assessment and identification of resources available						UNDP		Training, Workshops and Confer	49,000
	UNDP	Development of shared Planning Vision in 14 UZPs						UNDP		Training, Workshops and Confer	56,000
	UNDP	Preparation of a Five year Upazila development plan and budget with annual development plans and budgets (including open budget session)						UNDP		Training, Workshops and Confer	52,500
	UNDP	Support Open budget sessions with the participation of CSOs,NGOs and CBOs in 14 UZPs						UNDP		Audio Visual&Print Prod Costs	10,500
		Facilitate approval of the 14 UpazilaParishad Development Plans									-
	UNDP	Support Publication and dissemination of 14 Upazila Plan Books(UZPBs)						UNDP		Audio Visual&Print Prod Costs	15,000
		2.1.4 Support in preparation of Upazila monitoring and evaluation framework									-
	UNDP	Develop tools for the social audit/assessments/feedback						UNDP		Contractual Services-Companies	140,000
	UNDP	Facilitate updating the annual and five year local development plans on the basis of the monitoring and social audit feedback.						UNDP		Audio Visual&Print Prod Costs	70,000
		Output 2.2 Delivery of Upazila Parishad managed development support									-
		2.2.1: Design and capacitate on Upazila Fiscal Support system tools									-
	UNCDF	Prepare Upazila Fiscal Support system Guidelines						UNCDF		*Intl Consultants-Sht Term-Tech*	30,000
	UNDP	Support consultation exercises among the Stakeholder and Government to validate Fiscal Support System Guidelines						UNDP		*Local Consult.-Sht Term-Tech*	18,000

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
	UNDP	Provide training programme on Upazila Fiscal Support guidelines for 14 Upazila officials and designated District and LGD officers						UNDP		Training, Workshops and Confer	92,400
		2.2.2. Support to management and implementation of the UZP pilot fiscal support system									-
	UNCDF	Carrying out Financial Audit, Minimum Conditions and Performance Measures Assessments of targeted Upazilas, through independent subcontracting process.						UNCDF		Contractual Services-Companies	75,000
	UNCDF							UNCDF		*Intl Consultants-Sht Term-Tech*	20,000
	UNCDF							UNCDF		*Local Consult.-Sht Term-Tech*	20,000
	UNCDF	Accountable review process of Performance Assessment results and establishment of transparent grievance processing mechanism.						UNCDF		*Intl Consultants-Sht*	17,900
	UNCDF							UNCDF		*Local Consult.-Sht Term-Tech*	12,000
	UNDP	Dissemination of final fiscal facility allocations (as appropriate)						UNDP		Training, Workshops and Confer	49,000
	UNCDF	Disbursement of Fiscal facility through GoB channels (to be further defined)						UNCDF		Grants	3,492,516
	UNDP	Direct coaching to Upazila Parishads to monitor the quality delivery of services (developed guidelines will include provision for community monitoring support) through the fiscal support by UPs, line agencies, Pourashavas and other non-state actors.						UNDP		Training, Workshops and Confer	144,600
	UNDP	Promotion of non-state service providers and CSOs for service delivery and interaction with sectoral departments including promotion of						UNDP		*Local Consult.-Sht*	18,000
	UNDP							UNDP		Training, Workshops and Confer	61,600
	UNDP	Promotion of dialogue with selected line agencies (local and national level) to ensure coordination of utilization of UpazilaParishad fiscal support.						UNDP		Training, Workshops and Confer	30,000
		2.2.3 Support to further development of the UZP pilot fiscal support system									-
	UNCDF	Annual stakeholder review workshop on 14 Upazila experience with pilot fiscal support and extract best practices and lessons learnt.						UNCDF		Training, Workshops and Confer	46,000
	UNCDF	Qualitative and quantitative assessment to provide evidence-based recommendations for further developing the UZP fiscal support system and recommendation for national upscalling						UNCDF		Contractual Services-Companies	15,000
	UNCDF	Advocacy through policy paper, workshop for mainstreaming of fiscal support to Upazila Parishads.						UNCDF		Contractual Services-Companies	14,700
	UNDP	International Technical Adviser						UNDP	UNDP TRAC	Contractual Services - Individ	1,000,000
	UNDP	District Facilitator						UNDP	UNDP TRAC	Contractual Services - Individ	693,919
	UNCDF	Regional bakstopping support						UNCDF		*travel*	25,000
	UNDP	Regional bakstopping support						UNDP	UNDP TRAC	*travel*	25,000
Sub-Total = Activity 2											**6,797,785**
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	UNDP	**Support to a Policy Advisory Group (PAG) and National Framework for**						UNDP			-
	UNDP	Activity 3.1.1: Facilitate core functions of the Policy Advisory Group.						UNDP		Materials & Goods	22,000
	UNDP							UNDP		Equipment and Furniture	20,000
	UNDP							UNDP		*travel*	5,000
	UNCDF	3.1.2 Development of National Framework for Local Governement Policy and Capacity Development						UNCDF		*Intl Consultants-Sht Term-Tech*	54,000
	UNDP							UNDP		*Local Consult.-Sht Term-Tech*	27,000
	UNDP							UNDP		Training, Workshops and Confer	20,000
	UNDP							UNDP		Audio Visual&Print Prod Costs	20,000
	UNDP	3.1.3 Support to policy support unit for undertaking Action research on local						UNDP		Contractual Services-Companies	80,000

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
	UNDP	governance issues.						*UNDP*		Training, Workshops and Confer	40,000
	UNDP							*UNDP*		Audio Visual&Print Prod Costs	40,000
		Support to LGD (MIE wing), DLG (Division level) and DDLG (District level) for backstopping and monitoring of local government (UZP and UP)									-
		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 (Budget will be covered under UPGP)									-
		3.2.2 Support to the development of tools for collection and analysis of governance and 'democracy' indicators.									-
		3.2.3 Support National training institutions and education institutions in training and backstopping of UPs and UZPs.									-
	UNDP	Training Resource pool						*UNDP*		***Local Consult.-Sht Term-Tech***	18,000
	UNDP	Identification and selection of resource people						*UNDP*		Contractual Services-Companies	32,000
	UNDP	Training of trainers						*UNDP*		Training, Workshops and Confer	320,000
	UNDP	Support to training roll out						*UNDP*		Training, Workshops and Confer	140,000
	UNDP	Launching workshop and stakeholder consultation						*UNDP*		Training, Workshops and Confer	28,000
	UNDP	Physical support to training facilities at District level						*UNDP*		Equipment and Furniture	70,000
		3.3.1 Research and Documenation (R & D) for Knowledge Generation									-
	UNDP	R&D fund for knowledge Generation activities						*UNDP*		Contractual Services-Companies	250,000
	UNCDF							*UNCDF*		Contractual Services-Companies	100,000
		3.3.2 M&E and project 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	Monitoring and Evaluation Officer						*UNDP*	UNDP TRAC	Contractual Services - Individ	99,131
	UNDP	MIS Officer						*UNDP*	UNDP TRAC	Contractual Services - Individ	99,131

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
	UNDP	Research Officer (also Policy Advisory Secretariat)						*UNDP*	UNDP TRAC	Contractual Services - Individ	99,131
	UNDP	Quality Assurance TA						*UNDP*		*AA-EU*	50,000
	UNDP	Knowledge Management Officer						*UNDP*	UNDP TRAC	Contractual Services - Individ	99,131
	UNDP	Advocacy, Printing and Publications						UNDP		Audio Visual&Print Prod Costs	100,000
	Sub-Total = Activity 3										**2,689,525**
Output 4: Project support		**4.1 Establish project support team**									-
	UNDP	Project Manager						*UNDP*	UNDP TRAC	Contractual Services - Individ	81,595
	UNCDF							*UNCDF*		Contractual Services - Individ	81,595
	UNDP	Operation manager						*UNDP*	UNDP TRAC	Contractual Services - Individ	102,612
	UNDP	Project officer						*UNDP*	UNDP TRAC	Contractual Services - Individ	99,131
	UNDP	Finance / Admim. Associate						*UNDP*	UNDP TRAC	Contractual Services - Individ	167,687
	UNDP	Office Secretary/Project Assistant						*UNDP*	UNDP TRAC	Contractual Services - Individ	79,322
	UNDP	Data keeper/ It Assistant						*UNDP*	UNDP TRAC	Contractual Services - Individ	39,661
	UNDP	Driver-cum-Messenger						*UNDP*	UNDP	Contractual Services -	307,409
	UNDP	*Procurement support*						*UNDP*		*AA-EU*	50,000
		4.2 Procure equipment/vehicle's)									-
	UNDP	Vehicles (7 Division/districts+3 Dhaka)						*UNDP*		Equipment and Furniture	300,000
	UNDP	Motocylce						*UNDP*		Equipment and Furniture	17,500
	UNDP	Office Equipment /Computer Dock in station						*UNDP*		Equipment and Furniture	150,000
	UNDP	Office Furniture / Computer table/ File cabinet etc						*UNDP*		Equipment and Furniture	24,000
	UNDP	Printer						*UNDP*		Equipment and Furniture	10,200
	UNDP	Photocopiers						*UNDP*		Equipment and Furniture	85,000
	UNDP	Scanner / fax						*UNDP*		Equipment and Furniture	17,000
	UNDP	Other equipment/ Mobile, Internet etc.						*UNDP*		Equipment and Furniture	128,000
		4.3 Ensure operations and maintenance									-
	UNDP	Rental Office						*UNDP*		Rental & Maint of Other Equip	100,000
	UNDP	Operation Maintenance Vehicles (10 Vehicls=7000 and 7 Motorcylce lamsum500)						*UNDP*		Rental & Maint of Other Equip	300,000
	UNDP	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	Editing consultant						*UNDP*		***Local Consult.-Sht Term-Tech***	30,000
	UNDP	Translation services (oral and written)						*UNDP*		***Local Consult.-Sht Term-Tech***	30,000
	UNDP	Annual project report publication						*UNDP*		Audio Visual&Print Prod Costs	50,000
		4.5 Conduct Annual reviews									-
	UNDP	Annual project retreat (includnig resource person)						*UNDP*		Training, Workshops and Confer	75,000
	UNDP	Annual planning workshop (local and central level) (includnig resource person)						*UNDP*		Training, Workshops and Confer	32,000
	UNDP	**4.6 Sundries**						UNDP		Miscellaneous Expenses	50,000
	Sub-Total = Activity 4										**2,687,712**
		Total programme cost									**18,199,735**
		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	**1,063,981**
		1% AA fee (ESTIMATE on SDC contribution,exact amount to be determined once SDC contribution is received in USD)								Facilities & Administration	49,200
		Total Budget									19,312,916

UZGP Annex 5d: Budget Summary

S.I No.	Descriptions	TOTAL
1	Investment Grants	3,492,516
2	Technical assistance /National Project Personnel/Professionals	5,686,868
3	Workshop/Training / Seminars /Study tour	4,457,599
4	Study Research /Communications (IEC)and Printing publication/Evaluation	2,576,052
5	Travel-International and Local	435,000
6	Procure and Operation and maintenance Vehicle/office Equipment/Miscellaneous	1,551,700
	PROGRAMMABLE FUNDS	18,199,735
	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)	1,063,981
	1% AA fee (ESTIMATE on SDC contribution,exact amount to be determined once SDC contribution is received in USD)	49,200
	Total Budget	19,312,916

Terms of Reference (ToR)

Terms of Reference for National Project Director (NPD)

The Upazila Governance Project (UZGP) is part of the overall programmatic framework for UNDP-UNCDF support to the Government of Bangladesh Local Governance reforms, supported by the European Union, and the Governments of Denmark and Switzerland. The UZGP was designed on the basis of the lessons learned from a Preparatory Assistance Project that UNDP implemented during 2009-2011 to address many of initial challenges of Upazila Parishads (UZPs).

The UZGP is an innovative initiative with four overarching themes.

- Firstly it will support the Government of Bangladesh to implement the governance reforms at Upazila (UZP) level that include the recently (re) established elected council at the middle tier of LGI Unit.
- Secondly it will demonstrate how the UZP can fulfill its development mandate for service delivery and leverage its comparative advantage in delivering development and services at the local level and accelerating the achievement of the MDGs – recognizing locally specific needs.
- Thirdly it will weave the UZP into a more holistic and integrated local governance framework in which the UPs, the line agencies and the Upazila Parishads complement one another, co-financing local development programs that are locally accountable.
- Finally it will support central government's capacity to monitor these local governance reforms and to develop a National Framework for Local Government Policy and Capacity Building for local government institutions (LGIs) and local level functionaries.

To do this the UZGP will introduce following major innovations at the local level:

1) A strong focus on local democracy and accountability is an objective in its own right. This will include the concerted use of a wide range of participatory mechanism and methods to strengthen the functioning of the Upazila Parishads. This is the focus of the first UZGP Output – which will cover all UZPs with a basic program of support and concentrate on some UZPs for more specific measures.
2) The UZP will be an active and vibrant LG unit bringing all service providers at Upazila level under the accountability framework of UZP and create a mechanism of participatory, democratic and accountable body corporate as envisioned in the Local Government (UZP) Act 1998.
3) The UZGP will introduce an effective local level planning and visionary service delivery system by bringing all the government, non-government and private sector initiatives under a coordinated and integrated local level planning and management framework.
4) The UZGP output introduces a pilot fiscal facility for the Upazila Parishad. These funds will enable the newly established councils to program activities co-financed with the Union Parishads and the line agencies at the local level, thus providing a 'glue' that brings together currently disparate resources under local accountability, and enables the UZP to further its development mandate – with a particular focus on MDG acceleration.

The UZGP will run for five years from 2011 to 2016 during which the pilot fiscal facility will be extended to at least 14 UZP for 4 fiscal years (with 7 UZPs targeted for the first year) and the main program will be expanded to the whole country, working through the office of the Divisions and Districts. The project will be implemented by the Ministry of Local Government, Rural Development and Co-operatives and will be funded by European Union and Swiss Agency for Development and Cooperation.

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 assumes 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 UZGP 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 Workplans 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 realised

8. Ensure timely recruitment and supervision of project personnel.

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

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

11. Ensure timely submission of required reports, including Inception Reports, Workplans, 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, the relevant UN and other 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 : National Project Director (UZGP),
(In coordination with ACD- UNDP Local Governance Cluster and UNCDF Head of Regional Office, Bangkok)

II. Description of the Work Assignment

The Upazila Governance Project (UZGP) is part of the overall programmatic framework for UNDP-UNCDF support to the Government of Bangladesh Local Governance reforms, supported by the European Union, and the Governments of Denmark and Switzerland. The UZGP was designed on the basis of the lessons learned from a Preparatory Assistance Project that UNDP implemented during 2009-2010 to address many of initial challenges of Upazila Parishads (UZPs).

The UZGP is an innovative initiative with four overarching themes.

- Firstly it will support the Government of Bangladesh to implement the governance reforms at Upazila (UZP) level that include the recently (re) established elected council at the middle tier of LGI Unit.
- Secondly it will demonstrate how the UZP can fulfill its development mandate for service delivery and leverage its comparative advantage in delivering development and services at the local level and accelerating the achievement of the MDGs – recognizing locally specific needs.
- Thirdly it will weave the UZP into a more holistic and integrated local governance framework in which the UPs, the line agencies and the Upazila Parishads complement one another, co-financing local development programs that are locally accountable.
- Finally it will support central government's capacity to monitor these local governance reforms and to develop a National Framework for Local Government Policy and Capacity Building for local government institutions (LGIs) and local level functionaries.

To do this the UZGP will introduce following major innovations at the local level:

1) A strong focus on local democracy and accountability is an objective in its own right. This will include the concerted use of a wide range of participatory mechanism and methods to strengthen the functioning of the Upazila Parishads. This is the focus of the first UZGP Output – which will cover all UZPs with a basic program of support and concentrate on some UZPs for more specific measures.
2) The UZP will be an active and vibrant LG unit bringing all service providers at Upazila level under the

accountability framework of UZP and create a mechanism of participatory, democratic and accountable body corporate as envisioned in the Local Government (UZP) Act 1998.

3) The UZGP will introduce an effective local level planning and visionary service delivery system by bringing all the government, non-government and private sector initiatives under a coordinated and integrated local level planning and management framework.

4) The UZGP output introduces a pilot fiscal facility for the Upazila Parishad. These funds will enable the newly established councils to program activities co-financed with the Union Parishads and the line agencies at the local level, thus providing a 'glue' that brings together currently disparate resources under local accountability, and enables the UZP to further its development mandate – with a particular focus on MDG acceleration.

The UZGP will run for five years from 2011 to 2016 during which the pilot fiscal facility will be extended to at least 14 UZP for 4 fiscal years (with 7 UZPs targeted for the first year) and the main program will be expanded to the whole country, working through the office of the Divisions and Districts. The project will be implemented by the Ministry of Local Government, Rural Development and Co-operatives and will be funded by European Union and Swiss Agency for Development and Cooperation.

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 in coordination with the UZGP focal point in the ministry 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

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 14 UZP 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 UPGP Project of GOB-UNDP-UNCDF and joint management of output 3 with UPGP 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 Bureau 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 UZGP 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 UZGP 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

IV. 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 Learning and Innovation Component of 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

- 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

V. 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.

VI. Signatures- TOR Certification		
Incumbent *(if applicable)*		
Name	Signature	Date
Supervisor		
Name	Signature	Date
Chief Division/Section		
Name	Signature	Date

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title : National Technical Adviser

Post Level : SB 5

Supervisor : National Project Director, Upazila Governance Project
(In coordination with UNDP-ACD, LG Cluster)

II. Description of the Work Assignment

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 utilization 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 organization 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 organizations 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 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.

The National Technical Adviser (NTA) will work closely with NPD and other LGD officials, the Technical Advisory Team, different UNDP officials, elected representatives of different LGIs, member of different training institutes and members of the civil society and NGOs.

III. Functions / Key Results Expected

a) Assist LGD/ UNDP/UNCDF in the capacity building initiatives by creating network of institutions and individual experts for Union Parishad and the Upazila Parishad.
b) Coordinate the design and implementation of a training need assessment (Specialized/general) for UZPs and UPs, and advise in designing an innovative capacity development strategy for UZP and UPs;
c) Advise and coordinate in finalizing training curriculum/module for UZP and UPs,
d) Advise on organizing and facilitating training for elected UZP/UP representatives and administrative staff, including development of pre/post training evaluation format;
e) Working with NILG, BARD, RDA and other government and non-government, civil society organizations in providing training to UZPs/UPs; and also in organizing awareness and advocacy program.
f) Advise and assist in the planning function of UP and UZPs keeping the national and local MDG perspective in view;

g) Assist the planning process through capacity building efforts to promote joint planning between and amongst the UZPs and UPs so that both the institutions can pool their resources to address few pressing issues of the locality.
h) Assist in Conduct backstopping sessions in the UPs and UZPs on demand from the field
i) Advise and assist in developing research, study and evaluations and record innovations of the projects.
j) Assist in preparing policy advocacy documents for LGD and participate in policy analysis and deliberations

IV. Skills and Competencies

Corporate Competencies:

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism
- Affinity with grassroots level people
- Communication with policy level functionaries

Functional Competencies:

Knowledge Management and Learning

- In-depth and proven academic and practical knowledge on local government institutions of Bangladesh with special focus on rural and urban development
- Ability to advocate and provide policy advice on local governance and local economic development
- Excellent knowledge of programme implementation with local institutions and government functionaries;
- Experiences in designing capacity building programmes, training need assessment, programme design, curriculum development and delivery of trainings in the field of Local governance.
- Excellent communication skills (written and oral) and special skill in conducting seminars and conferences
- Sensitivity to and responsiveness to all partners. Respectful and helpful relations with LGD, UNDP and UZGP & UPGP 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 UZGP and support 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

V. Required Qualifications and Experience	
Education:	• Masters Degree in Social Science, Public Administration, Development Studies or relevant discipline;
Experience:	• Substantial (at least 10 years) professional experience in the field of governance, decentralization, and local government • Proven track record of being able to provide training on governance issues • Substantial experience in training curriculum development. • Experience in legal and institutional aspects of local governance; • Experience of local government in Bangladesh; quality publication in Local governance will be considered as additional advantage • Proven writing skills in Bangla and English essential; • Proven inter-personal and team-player competencies; • Computer literate
Language Requirements:	Fluency in written and spoken English and Bangla

VI. Signatures- TOR Certification		
Incumbent *(if applicable)* Name	Signature	Date
Supervisor Name	Signature	Date
Chief Division/Section Name	Signature	Date

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title : International Technical Adviser
Post Level : P 4
Supervisor : National Project Director, Upazila Governance Project
(In coordination with UNDP-ACD, LG Cluster)

Initially for one year. Extension will be made based on the performance and necessity of the position.

II. Description of the Work Assignment

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 MDG achievement in Bangladesh operates at two levels: direct service delivery in key areas of provision; and in shaping the operating environment, including securing accountability and community leadership. These roles vary between the two tiers and the intervention addresses: 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.

The MDG challenges are substantial and in spite of considerable progress some of the goals 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. 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 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 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.

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

The ITA will make field visits as and when required. The ITA will be working for Upazila Governance Project (UZGP) and will focus on output 1 and 3. He/she will also provide necessary guidance and support to Union Parishad Governance Project (UPGP) to implement its output 1 and 3. .However, the role of the ITA will not be limited to specific outputs, and he/she will work as a team member for both the UPGP and UZGP projects.

This position will be initially for two years (UNDP FTA contracts are one year-renewable). An assessment of performance of the ITA and project's needs/requirements will be done in two years to recommend continuation/discontinuation of this position.

III. Functions / Key Results Expected

Technical

(a) Support to the development of Upazila Development Plan and annual budget for selected Upazila Parishad with a framework consistent with legal system and suggest changes after half yearly evaluation of performance

(b) Support to design and deliver training on local development planning and budgeting on the basis of approved guidelines for the selected Upazila Parishads;

(c) Assess gaps in MDG achievements in 14 Upazila and assist in bridging the gaps;

(d) Support to developing Upazila integrated development plan with emphasis on MDG achievement in 14 Upazila

(e) Support to developing and implementing UZGP monitoring and evaluation mechanism/framework;

(f) Support in developing other training modules and guidelines as required

Policy

(g) Contribute to policy development and policy advocacy as required by project document;

(h) Provide policy related advice to LGD with regard to decentralized service delivery and local financial issues,

(i) Facilitate and act as resource person to LGD with regard to development of evidence-based policy framework

(j) Provide inputs to LGD to transfer/replicate the learning/best practices from 14 Upazila into wider national policy;

General

(k) Assist the Local Government Division (LGD) in implementing and monitoring the UZGP Project by following the Joint Programme Document (Programme Agreement etc.) as its mandate for the design, preparation and implementation of its work plans;

(l) Support in preparing an operational manual and establish procedures and criteria ;

(m) Support the NPD and PM in work plan and budget preparation and revision;

(n) Support the NPD and PM in preparing periodic progress reports and presentations as required;

(o) Liaison with UNDP-UNCDF officers on technical coordination and financial management;

(p) Assist LGD in identifying areas where technical assistance will be required, prepare TOR for short-term consultancies and provide technical support to the advisors;

IV. 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 & UPGP 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 UZGP and support 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

- ❑ Coordinate with projects team 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

V. Required Qualifications and Experience

Education:	• Master Degree in Social Science, Public Administration, Development Studies or relevant discipline; Candidates having Ph.D are encouraged to apply, but Ph.D is not essential.
Experience:	• At least 10 years of work experience in the area of local governance and/or fiscal decentralization including two years of experience in developing countries; • Experience in legal and institutional aspects of local governance; • Experience in designing local level planning, budgeting and training guidelines/modules; • Strong policy analysis and research skills; • 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 his/her assignment. • 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.
Language Requirements:	Fluency in written and spoken English

VI. Signatures- TOR Certification

Incumbent *(if applicable)*		
Name	Signature	Date
Supervisor		
Name	Signature	Date
Chief Division/Section		
Name	Signature	Date

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Position Information

Job code title:	**Women Empowerment Officer**
Post Level:	SB 4
Position Number:	01 Positions
Duty station:	Project Office –Dhaka, Bangladesh
Supervisors:	National Project Directors and Project Managers
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 MDG achievement in Bangladesh operates at two levels: direct service delivery in key areas of provision; and in shaping the operating environment, including securing accountability and community leadership. These roles vary between the two tiers and the intervention addresses: 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.

The MDG challenges are substantial and in spite of considerable progress some of the goals 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. 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-ordinating 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 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.

Women Empowerment Officer will be working to support in gender and women empowerment issues for both projects. Under the guidance and supervision of NPD, Assistant Country Director (LG) and Programme Analysts of UNDP and UNCDF and in close cooperation with the NPD and the Technical Advisory Team of UPGP and UZGP, the Women Empowerment Officer will have following roles and responsibilities;

III. Functions / Key Results Expected

1. Liaison with 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

- Work with key stakeholders to develop interventions aimed at strengthening women's leadership in the public sector and supporting the implementation of the National Strategy on Gender Equality 2011-2020 and other related policies
- Advise project partners, ministries and LGIs in the development and implementation of their gender equality action plans
- Provide advice to the concern ministry and stakeholders in identifying research gaps and designing research in support of policy objectives
- Under the NPD's guidance and based on stakeholder inputs, develop an advocacy strategy to share key policy messages

2. Work with national counterparts in strategic capacity-building initiatives for women leaders of LGIs

- Conduct an assessment on capacity-building initiatives to date and provide recommendations and lessons learned
- Develop a training/capacity development strategy for LGI representatives.
- Provide advice to training institutions to ensure quality of training, including preparing TOR, reviewing technical proposals, and supporting monitoring and evaluation

3. Build strategic partnerships and advocate for gender and women empowerment issues covered through the projects

- Contribute to build the relationship between the national counterparts, UNDP, UNCDF and other stakeholders working on gender issues
- Serve as an advocate for UN core values on gender empowerment and gender equality in the dialogue with national counterparts and facilitate the practical implementation of this dialogue through project activities
- Ensure coordination with international partners (e.g. UN Programme Coordination Group on Gender, Gender Action Partnership), technical advisors, national experts, and relevant stakeholders.

4. Support to the Project Management Unit in project planning, quality assurance, monitoring and evaluation, coordination, knowledge generation and sharing on gender issue

- Provide technical advice in identifying priorities issues on gender/women empowerment for quarterly and annual work plans and facilitate a timely and participatory work planning process
- Update activities' progresses against the project's intended outputs and outcomes on gender issues quarterly and annually and provide monitoring and evaluation support
- Provide technical advice to strengthen partnerships and coordination with key stakeholders, including by facilitating communication and exchange of lessons learned and good practices
- Identify knowledge gaps among project staff, target groups and beneficiaries and suggest measures to address such gaps
- Share project results and products, lessons learned and good practices on women empowerment issues with other projects of UNDP-UNCDF and government agencies, donors, etc.

IV. 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

Technical competencies

Preferably with extensive experience in policy research relating to gender, poverty and governance issues. This experience should be based on regular and continuing engagement in the field at the District, Upazila and Union Parishad levels. He/she will also be familiar with the dynamic and changing local governance situation in Bangladesh. Specific attributes will include:

- An expertise in gender analysis techniques;
- An ability to translate complex rules of the game into practical reality for development work;
- A party politically neutral image in Bangladesh;
- Accessibility to key players;
- An understanding of participatory research methods;
- Familiarity with comprehensive risk analysis and change scenario and,
- Some familiarity with the analysis of leadership and the impact of leaders on political systems.

Personal and attitudinal requirements

- Good communication and interpersonal skills and experience in working effectively in a multicultural environment.
- Professionalism flexibility to make ad-hoc changes as and when the need arises; ability to perform under stress; willingness to keep flexible working hours.
- Teamwork: ability to establish and maintain effective working relations as a team member, in a multi-cultural, multi-ethnic environment with sensitivity and respect
- Communications: excellent interpersonal and communication skills
- A team-player and self-starter, able to work with minimum supervision, with sound judgment.
- Need creativity for graphics design and writing skills.

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

V. Recruitment Qualifications	
Education:	Minimum Master's Degree in any discipline of social sciences.
Experience:	• At least 5 years of progressive experience in relevant field. • Expertise in gender equality issues particularly relating to women in decision-making/ leadership • Experience in programme/project management • Experience in developing and implementing advocacy/communications strategies • Familiarity with UNDP and UNCDF policies and procedures is an asset.
Language Requirements:	Excellent communication skills in both writing and speaking English and Bengali are a must.

VI. Signatures- TOR Certification		
Incumbent *(if applicable)* Name	Signature	Date
Supervisor Name	Signature	Date
Chief Division/Section Name	Signature	Date

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Position Information

Job code title:	**Communication (IEC) Officer**
Post Level:	SB 3
Position Number:	01 Position
Duty station:	Project Office –Dhaka, Bangladesh
Supervisors:	National Project Director and Project Manager
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 MDG achievement in Bangladesh operates at two levels: direct service delivery in key areas of provision; and in shaping the operating environment, including securing accountability and community leadership. These roles vary between the two tiers and the intervention addresses: 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.

The MDG challenges are substantial and in spite of considerable progress some of the goals 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. 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-ordinating 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 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 UpazilaParishad 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 Technical Advisory Team, the Communication Officer will work in close collaboration with the Research Officer, M&E Officer, and MIS Officer to exchange information and ensure consistent service delivery.

III. Functions / Key Results Expected

Summary of Key Functions:

1. Generate knowledge products on the basis of accomplished studies, assessments, surveys, policy dialogues and other tools.
2. Apply his/her knowledge as well as practical experience in knowledge management concepts and tools, including software applications and IT systems
3. Support teams in formulating concrete and results-oriented knowledge plans that translate information, guidance and policies into actionable results for the project.
4. Providing a regular link with Research Officer, M&E Officer in knowledge generation and dissemination.
5. Design of different IEC activities for implementation.

6. Organize media briefing and journalists' field visits /briefing for reporting on the activities of both projects.
7. Provide technical support to the vendor for producing various communication materials;
8. Facilitate the development and field testing of appropriate messages for different communication activities and materials;

IV. 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:

- Excellent inter-personal, training, and communications skills;
- Have working IT skills (ms word, Power point, excel)
- 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 UP chair, Ward members, Upazila level officials and project staff.
- Ability to support implementation and monitoring of UZGP and the Learning and Innovation Component of UPGP
- Ability to lead implementation of new systems (business side), and affect staff behavioural/ attitudinal change

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

V. Recruitment Qualifications	
Education:	Post Graduate degree in Mass Communication/ Journalism
Experience:	5 years of progressively responsible experience in Communication activities within Development Projects is required at the national or international level. Experience in the usage of computers and office software packages (MS Word, MS Excel, Power Point and E-mails etc).
Language Requirements:	Excellent communication skills in both writing and speaking English and Bengali are a must.

VI. Signatures- TOR Certification		
Incumbent *(if applicable)*		
Name	Signature	Date
Supervisor		
Name	Signature	Date
Chief Division/Section		
Name	Signature	Date

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/NPD of Upazila Governance Project
Duty station:	Project Office-Dhaka
Position status:	Renewable, based on performance

II. Description of the Work Assignment

The Upazila Governance Project (UZGP) is part of the overall programmatic framework for UNDP-UNCDF support to the Government of Bangladesh Local Governance reforms, supported by the European Union, and the Governments of Denmark and Switzerland. The UZGP is the product of the PA the UNDP implemented for the2009-2010 to address many of initial challenges of UZPs.

The UZGP is an innovative initiative with four overarching themes.

- Firstly it will support the Government of Bangladesh to implement the governance reforms at Upazila (UZP) level that include the recently (re) established elected council at the middle tier of LGI Unit.
- Secondly it will demonstrate how the UZP can fulfill its development mandate for service delivery and leverage its comparative advantage in delivering development and services at the local level and accelerating the achievement of the MDGs – recognizing locally specific needs.
- Thirdly it will weave the UZP into a more holistic and integrated local governance framework in which the UPs, the line agencies and the Upazila Parishads complement one another, co-financing local development programs that are locally accountable.
- Finally it will support central government's capacity to monitor these local governance reforms and to develop a National Framework for Local Government Policy and Capacity Building For local government institutions (LGIs) and local level functionaries.

To do this the UZGP will introduce following major innovations at the local level:

- A strong focus on local democracy and accountability is an objective in its own right. This will include the concerted use of a wide range of participatory mechanism and methods to strengthen the functioning of the

Upazila Parishads. This is the focus of the first UZGP Output – which will cover all UZPs with a basic program of support and concentrate on some UZPs for more specific measures.

- The UZP will be an active and vibrant LG unit bringing all service providers at upazila level under the accountability framework of UZP and create a mechanism of participatory, democratic and accountable body corporate as envisioned in the Local Government (UZP) ACT 1998.
- The UZGP will introduce an effective local level planning and visionary service delivery system by bring all the government, non-government and private sector initiatives under a coordinated and integrated local level planning and management framework.
- The UZGP output introduces a pilot fiscal facility for the Upazila Parishad. These funds will enable the newly established councils to program activities co-financed with the Union Parishads and the line agencies at the local level, thus providing a 'glue' that brings together currently disparate resources under local accountability, and enables the UZP to further its development mandate – with a particular focus on MDG acceleration.

The UZGP will run for five years from 2011 to 2016 during which the pilot fiscal facility will be extended to at least 14 UZP and the main program will be expanded to the whole country, working through the office of the Divisions and Districts.

Under the guidance and supervision of the Operations Manager and direct supervisor, 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 UZPs 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 UPGP 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 Upazila Governance Project progress based on MIS reports on project activities;
(vii) Prepare Issues Log and Risk Log for the project;
(viii) Design M&E system for Upazila Governance Project 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 UZPs

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 Upazila Governance Project.
- 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.
VII. Signatures- TOR Certification	
Incumbent *(if applicable)* Name Signature Date	
Supervisor Name Signature Date	
Chief Division/Section Name Signature Date	

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/NPD of Upazila Governance Project
Duty station:	Project Office-Dhaka
Position status:	Renewable, based on performance

II. Description of the Work Assignment

The Upazila Governance Project (UZGP) is part of the overall programmatic framework for UNDP-UNCDF support to the Government of Bangladesh Local Governance reforms, supported by the European Union, and the Governments of Denmark and Switzerland. The UZGP is the product of the PA the UNDP implemented for the2009-2010 to address many of initial challenges of UZPs.

The UZGP is an innovative initiative with four overarching themes.

- Firstly it will support the Government of Bangladesh to implement the governance reforms at Upazila (UZP) level that include the recently (re) established elected council at the middle tier of LGI Unit.
- Secondly it will demonstrate how the UZP can fulfill its development mandate for service delivery and leverage its comparative advantage in delivering development and services at the local level and accelerating the achievement of the MDGs – recognizing locally specific needs.
- Thirdly it will weave the UZP into a more holistic and integrated local governance framework in which the UPs, the line agencies and the UpazilaParishads complement one another, co-financing local development programs that are locally accountable.
- Finally it will support central government's capacity to monitor these local governance reforms and to develop a National Framework for Local Government Policy and Capacity Building For local government institutions (LGIs) and local level functionaries.

To do this the UZGP will introduce following major innovations at the local level:

- A strong focus on local democracy and accountability is an objective in its own right. This will include the concerted use of a wide range of participatory mechanism and methods to strengthen the functioning of the UpazilaParishads. This is the focus of the first UZGP Output – which will cover all UZPs with a basic program of support and concentrate on some UZPs for more specific measures.
- The UZP will be an active and vibrant LG unit bringing all service providers at upazila level under the accountability framework of UZP and create a mechanism of participatory, democratic and accountable body corporate as envisioned in the Local Government (UZP) ACT 1998.

- The UZGP will introduce an effective local level planning and visionary service delivery system by bring all the government, non-government and private sector initiatives under a coordinated and integrated local level planning and management framework.
- The UZGP output introduces a pilot fiscal facility for the UpazilaParishad. These funds will enable the newly established councils to program activities co-financed with the Union Parishads and the line agencies at the local level, thus providing a 'glue' that brings together currently disparate resources under local accountability, and enables the UZGP to further its development mandate – with a particular focus on MDGs acceleration.

The UZGP will run for five years from 2011 to 2016 during which the pilot fiscal facility will be extended to at least 14 UZP and the main program will be expanded to the whole country, working through the office of the Divisions and Districts.

Under the guidance and supervision of the Project Manager and direct supervisor, 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

1. Design MIS for Upazila Governance Project and for the MIE wing (in collaboration with other Local Governance advisers/officers);
2. Implement and maintain the MIS of the project and contribute to the preparation of MIS reports as required;
3. Preparation of monthly/quarterly/half yearly/yearly MIS reports;
4. Assist the Project Manager/Operation Manager in preparing other relevant reports;
5. Organize and conduct training on MIS for project and government staff
6. Assist Project Manager/Operation Manager in the preparation of reports on the findings and lessons learned from project;
7. Provide input and update information related to local governance in UNDP, UNCDF and GOB website;
8. Assist Project Manager/Operation Manager in preparing monthly and quarterly reports on Upazila Governance Project progress based on MIS reports on project activities;
9. Support to prepare Issues Log and Risk Log for the project;
10. Prepare and maintain data base in LGD on the relevant information of UZGP

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 Upazila Governance Project.
- 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 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.

VI. Signatures- TOR Certification

Incumbent *(if applicable)*

Name	Signature	Date

Supervisor

Name	Signature	Date

Chief Division/Section

Name	Signature	Date