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UNITED NATIONS DEVELOPMEMNT PRAGRAMME
PROJECT DOCUMENT

Country: Bangladesh

Project Title: Efficient and Accountable Local Governance (EALG)

Project Number: 00093427

Implementing Agency: Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives.

Start Date: July 2017 **End Date: June 2022** **PAC Meeting date: 2 March, 2017**

Brief Description

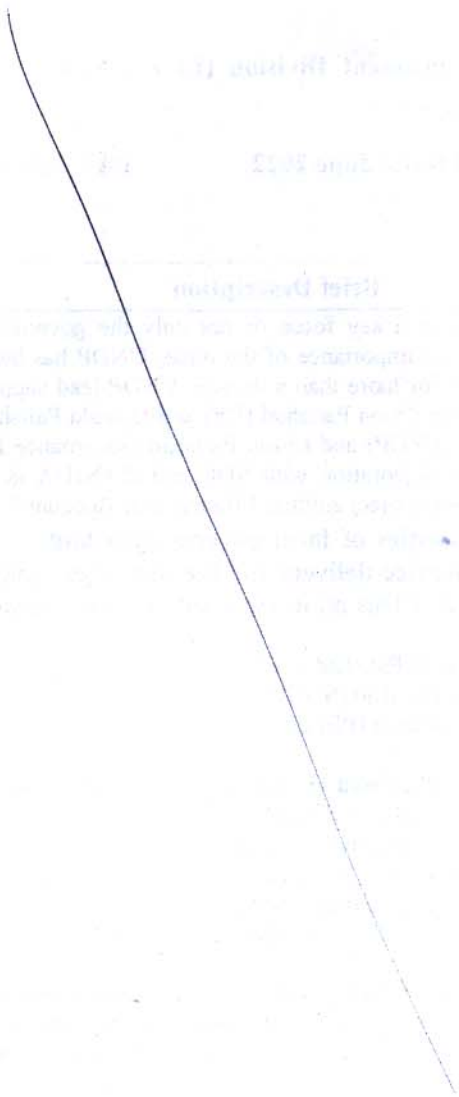
Strengthening local governance has been a key focus of not only the government of Bangladesh, but also different donor agencies. Considering the importance of the issue, UNDP has been working to strengthen the local governance system in Bangladesh for more than a decade. UNDP lead support projects to the LGIs have played an important role in reforming the Union Parishad (UP) and Upazila Parishad (UZP) tier of government. Since the Upazila Governance Project (UZGP) and Union Parishad Governance Projects (UPGP) are going to phased out in early 2017, UNDP in collaboration with SDC and DANIDA is planning to support Upazila Parisahd and Union Parishad through one project entitled Efficient and Accountable Local Governance (EALG) with the aim to **strengthen the capacities of local governments and other stakeholders to foster participatory local development service delivery for the SDGs** (especially achieving the goals and targets of 1,1.3, 4,5,6,11-b,15 and 16.7) This project that will have the following three components;

1. Inclusive and Accountable Upazila Parishad (IAUZP)
2. Sustainable, Democratic Union Parishad (SDUP)
3. Policy for Effective Local Governance (PELG)

1: Inclusive and Accountable Upazila Parishad (IAUZP): This component has been designed to strengthen governance framework of Upazila Parishad for inclusive, effective and accountable planning and improved service delivery. Moreover, it will work to improve the financial management of Upazila Parishad for improved funding absorption capacity and accountability, strengthened downward accountability of the UZP Committees through effective and inclusive public engagement mechanisms and practises, and strengthened ability of Women Upazila Parishad Members to fulfil their role and duties in council work.

2: Sustainable and Democratic Union Parishad (SDUP): This component attempts to: i. strengthen the capacity of the Union Parishads to provide pro-poor, effective and accountable services; ii. make the Union Parishads (UP) more climate resilient through prioritizing resilience measures in the UP development plan; and iii. empower and institutionalize the space for the poor and marginalized citizens specially women to get engaged in the decision-making process of UP.

3: Policy for Effective Local Governance (PELG): This component will provide policy support to the Government of Bangladesh for establishing effective local government irrespective of tiers.



Project outcome: Local Government Institutions are able to more effectively carry out their mandates including delivery of public services, in a more accountable, transparent, and inclusive manner.

Contributing Outcome (UNDAF/CPD, RPD or GPD): CPD Outcome 2: Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups. Indicative Output(s): 1.2: National and local government have the capacity to implement urban and rural poverty policies and programmes 2.3: The Government has the capacity to develop policies and carry out sectoral and geographical interventions in districts where inequality of progress is evident.

Total resources required:		US$ 7.03 (M)
Total resources allocated:		US$ 7.03 (M)
	UNDP TRAC:	0.750 m
	SDC:	03.00 m
	DANIDA:	03.00 m
	Government:	**0**
	In-Kind:	**0**
Unfunded:		0.28 m

Agreed by (signatures):

Government	UNDP	Implementing Agency
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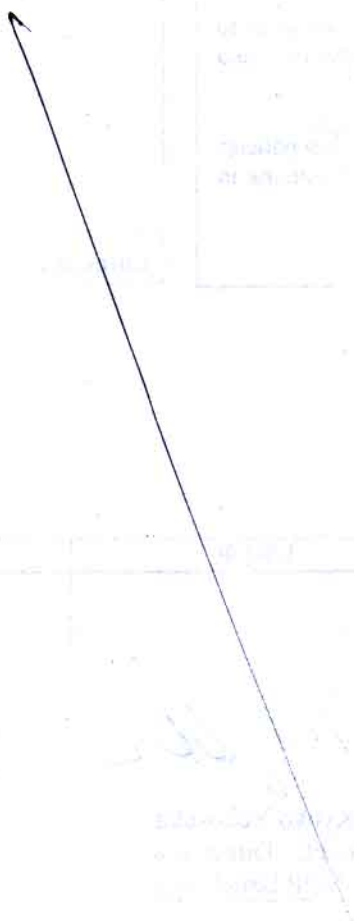

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1. DEVELOPMENT CHALLENGE

The decentralisation of power to the local level is an essential component of democratisation, good governance, and citizen engagement. De-concentration (administrative decentralisation), extends the reach of central government and strengthens its authority by moving executive agencies controlled by it down to lower levels in the political system[1], while devolution (democratic decentralisation) is always a form of power-sharing between central government and sub national authorities[2]. In a de-concentrated administrated system, the central government enjoys greater autonomy as there is hardly any scope for sharing of power with the sub national authorities. On the other hand, a devolved authority is granted legal personality and legally defined areas of competence within which it has autonomy to tax and spend and may even have limited or minor legislative competence[3]. Often there are both de-concentrated and decentralised units present at the local level. Their interplay, coordination and clarification of each one's roles and functions are a crucial element for effective service delivery. Thus, downward account ability and discretionary powers of devolved local governments are central to understanding the democratic decentralisation process[4]. The devolution of real power to localities is considered as one of the powerful mechanisms to establish effective Local Government System (hereinafter referred to as LGS). Effective local institutions can formulate and implement policies in line with the citizen aspirations that can improve the quality of public services, and thereby promoting local development.[5] Nowadays, many development organisations have identified "decentralisation" as a means of improving the quality and accessibility of local services, and of promoting local development, thus making it an important aspect of governance systems.[6] As a matter of fact, 'decentralisation' provides some space for local people to participate in local development that can ensure efficient allocation and mobilisation of local resources with an improved accountability pattern.[7]

The tale of the development of the LGS in Bangladesh is, in many ways, akin to that of India and Pakistan, as all three countries share a common history[8]. Local governments in one form or another have been in existence on the Indian subcontinent for centuries. In Bangladesh, these bodies have been providing different type of services to the citizenry along with different central government agencies. A clear and strong direction about the establishment of local government bodies have been given by the Constitution of the People's Republic of Bangladesh that was adopted in 1972 after the independence of the country in 1971. The Constitution (Article 11) specifies that "[t]he Republic shall be a democracy in which fundamental human rights and freedoms and respect for the dignity and worth of the human resource shall be guaranteed, and in which effective participation by the people through their elected representatives in administration at all levels shall be ensured." Furthermore,

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[1] Smith, B.C. (1985). Decentralisation: The territorial dimension of the state. London: George Allen.

[2] Mawhood, P. (1983). *Local government in the third world*. Chichester: John Wiley

[3] Crook, R. and J. Manor. (1999). Democracy and decentralisation in South Asia and West Africa: Participation, accountability and performance. Cambridge: Cambridge University Pres

[4] Ribot, J.C.; A. Agrawal and A.M. Larson. (2006). 'Recentralizing while decentralizing: How national governments re-appropriate forest resources', World development, 34 (11): 1864-86

[5] UNDP (2009) *Local governance and decentralization*, available at: http://www.europeandcis.undp.org/governance/lgdc (June 28, 2010).

[6] United Nations Development Program (UNDP) (2002) *Rebuilding Effective Government: Local-Level Initiatives in Transition*, (Bratislava, Slovakia: UNDP Regional Center).

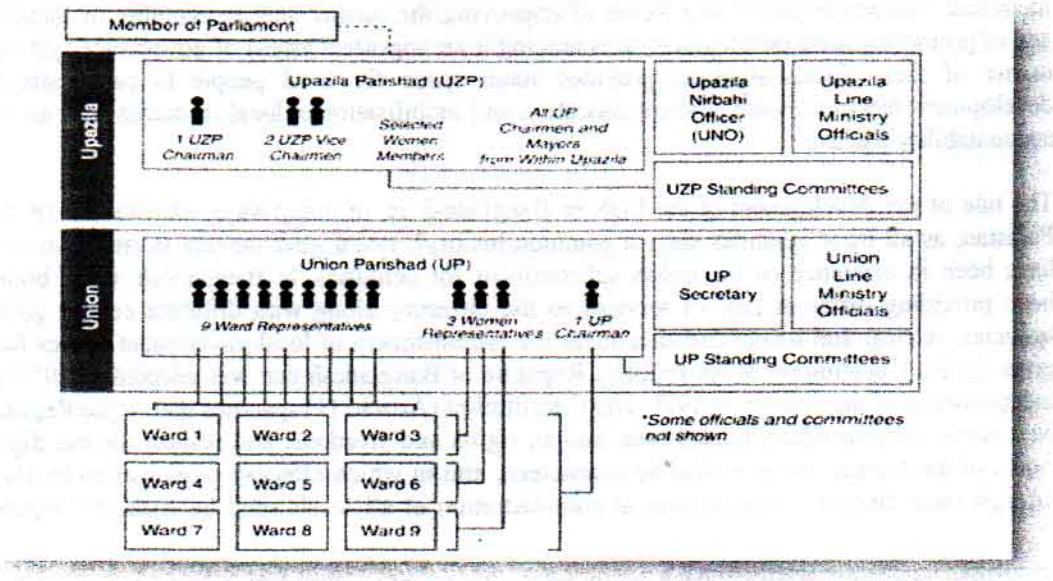
[7] Blair, H. (2000) Participation and Accountability at the Periphery: Democratic Local Governance in Six Countries, *World Development*, 28(1): 21-39; Salazar, J. G. (2007) Decentralization, Politics and Service Delivery in Mexico, *IDS Bulletin*, 38(1):70-76.

[8] This section is extracted from Ahmed et al (2015): The Local Government System in Bangladesh: A Comparative Analysis of Perspectives and Practices. Dhaka: UNDP (UPGP and UZGP) as well as Boex et al (2014): Urban Service Delivery Assessment Framework, Washington, DC: The Urban Institute.

"Local Government in every administrative unit of the Republic shall be entrusted to bodies, composed of persons elected in accordance with law" (Article 59, Clause 1). In addition, Article 59 further states that everybody referred to in Clause 1 "... shall, subject to this Constitution and any other law, perform within the appropriate administrative unit such functions as shall be prescribed by Act of Parliament, which may include functions relating to (a) Administration and the work of public officers; (b) the maintenance of public order; (c) the preparation and implementation of plans relating to public services and economic development".[9]

Despite having a clear direction in the Constitution, the LGS in Bangladesh has travelled through many experimentations with the structure and functions. Currently, the LGS in Bangladesh has separate systems for rural and urban areas. The rural system of local government essentially consists of three tiers [Zila Parishad (ZP), Upazila Parishad (UZP) and Union Parishad (UP)] whereas there are two types of urban local governments within urban areas (City Corporations and Pourashavas). Each type of local government is guided by its own separate law and operational framework. Despite complementary (or in fact, overlapping) mandates with respect to their functions, the different types of local government institutions virtually lack any institutional interface.

Figure 1: Power Structure of UP and Upazila



In a global perspective, Bangladesh remains a comparatively centralised country. The Local Government Institution's (hereinafter LGI) share of public expenditure budget remains low at about 2% percent for UPs and the lack of administrative control leaves little space for local self-government. The objectives for strengthening the LGS stated in the Constitution and various policy papers, including the present 7th Five-Year Plan of the Government of Bangladesh have yet to bring substantial change to the sub-national system. While it is acknowledged that the decentralisation process needs to continue, so far a comprehensive reform program did not emerge. Instead, incremental changes have been introduced with the reintroduction of elected UZPs in 2009 as one of the significant milestones.

UNDP lead support to the LGIs has played a key role in reforming the UP and UZP tier of government. Achievements and lessons learned of the UPGP and its predecessors: The Sirajganj Local Government Development Project (2000-2006) and the Local Government Support Program –

[9] The Constitution of Bangladesh (Modified Up to 2015), Dhaka: Government of People's Republic of Bangladesh.

Learning and Innovation Component (LGSP-LIC) (2007-2011), have introduced important innovations such as formula and performance based block grants, participatory planning and budgeting, standing committees, Women Development Forums (WDFs), and introduction of Rights to Information (RTI) and citizen charters in the UP Act. A uniquely close cooperation with the LGSP has been instrumental in upscaling these innovations.
The UZGP has played a similarly crucial role in supporting the reintroduction of the Upazilas as proper LGIs managed by elected councillors. While still struggling to emerge as an independent government entity, the support rendered by the UZGP has already contributed to improvements in the regulatory framework, build capacity among key actors in the UZPs and piloted planning, finance and budgeting tools. Most importantly, formula and performance-based grant systems piloted by the UZGP have become an important catalyst for the achievement of project objectives with local governance, pro-poor development planning, MDG service delivery and increased own-source revenues (OSR) mobilization.

In spite of the UP and UZP reforms and the support rendered from the projects above, it is widely recognised that the reform process is still in its infancy and that the transformation towards real decentralisation is 'unfinished' business (7th Plan). An imbalance remains between the formal mandates of the UP and UZPs and the lack of administrative control, and major functional overlaps between central and local governments have kept the line ministries firmly in charge of most planning and service delivery at local level; in effect side-lining the executive and oversight mandates of the elected councils and accountability links to the electorates at large.

Efforts to reform the LG System (LGS) need to target all key dimensions of the local government framework. This would include a revisit of the functional assignments in accordance with the principle of subsidiarity and abolishment of overlapping mandates, a redesign the fiscal framework and introducing a 'money follows functions' principle. Another important aspect would be the establishment of a proper local service (core staff) for Upazilas. Intergovernmental coordination and reform oversight mechanisms also needs to be established at central level and vertical and horizontal committee structures within and between LGIs needs to be aligned and harmonised. In order to guide such reforms, a common vision for the LGS has to be established. The policy studies funded by UPGP and UZGP recommend that the future LGS should pivot around the UZP level as the major development and service providing entity, but an explicit long-term vision in this regard has yet to emerge.

Importantly, the 7th Plan does acknowledge the need for reform along several of the dimensions mentioned above, but the political economy of such a reform is difficult and mobilising political consensus is essential. Decentralisation implies an overall rethinking of inter-governmental relations and redefining roles and responsibilities between the different layers of government. Such redistribution of power and access to resources and shifting of lines of accountability also makes the reform arena highly political and highly contested.

In general, resistance against reforms often comes from parliaments, finance and line ministries. A common and not entirely fair argument against decentralisation is the lack of capacity at local level, even if many capacity constraints are externally imposed and needs to be remedied through a reform. Hence, a key precondition for successfully pursuing a reform is long-term political consensus about the objectives and sequence of the reform process, which over time can overcome any resistance against reform objectives and adjust the reform programme during the process. For instance, a Cabinet decision is passed to transfer line officer salaries to the UZP Chair, which eventually may strengthen the horizontal accountability relationship between UZPs and the line officers. However, a rollout of this decision is not expected in the near future, and is currently pending sufficient professional human resources to be in place to manage salaries etc. However, issues of capture need to be mitigated by stronger transparency and accountability mechanisms vis a vis UPs and UZPs. Thus, there are several areas where more interventions are required in order to strengthen LGS in general and UP and UZP in particular. To this end, this pro-doc of **Efficient and Accountable Local Government (EALG) project** that includes **Inclusive and Accountable Upazila Parishad Project**

(IAUZP) (Component-1), **Sustainable and Democratic Union Parishad (SDUP)** (Component-2) and **Policy for Effective Local Governance (PELG)** (Component-3) has been prepared.

2. STRATEGY

a. Inclusive and Accountable Upazila Parishad (IAUZP)

The IAUZP component will derive its objectives from the 7th Plan. The 7th Plan is committed to undertake a comprehensive set of actions, including:

1) Establishment of a Local Government Legal Framework (LGFL) - This single legal instrument (LGFL) will cover all units and tiers, irrespective of urban and rural, regarding their formation, function, jurisdiction, taxation, finance, budget account, electoral process, and central-local and local-local relationships
2) Building the capacity of LGIs through assignment of appropriate officials, technical assistance and training programmes
3) Developing planning, budgeting and financial management capacities at the sub national level to help design and implement local level programmes
4) Fostering initiatives to provide technical assistance to link local level plan to the national medium to long term planning[10].
5) Fostering functional intergovernmental relations for improved sub national planning, coordination and oversight of public services.

These reform objectives imply that reform work would need to extend beyond Local Government Division (LGD) and involve the key line ministries, the Ministry of Finance, the Cabinet and the Ministry of Planning, and citizens at large. The next support projects will therefore be based on the assumption that the government is able to mobilize sufficient political backing to engage effectively with all these stakeholders in order to bring transformational change to the LGS.
Entry points for the next support will complement the upcoming World Bank supported Local Government Support Program-3 (LGSP 3) and JICA's new Upazila Governance and Development Project (UGDP), which will constitute the main international support to UPs and UZPs, respectively for the next five years. These projects will deliver nationwide capacity building and formula and performance based capital development grants, building largely on achievements and lessons learned of UNDP lead support. The UGDP also includes a rather extensive reform support package, which seeks to engage with the institutional framework of Upazilas. Sharique is another important contributor to UP and UZP support, which is targeting accountability issues, but also works in areas such as PFM with the Ministry of Finance.

An assessment of these projects has revealed important need for support in areas, which are not covered by the LGSP and UGDP and/or support in areas where UNDP and its partners are best positioned to deliver support for transformational change:

- Overall, there is a need to continue the policy dialogues on how to develop the future LGS. UNDP has been a key partner for the government in the past and the next support projects should allow space to continue supporting the overall policy formulation on decentralization. Since there is hardly any work yet on a reform program, which will transform the 7th Plan objectives into a sequenced action plan, such work could be part of the policy support.
- As correctly identified by the 7th Plan, it is paramount to establish a local Upazila civil service and to strengthen the executive and oversight mandate of the UZP committees in relation to the line ministries as, at present, the UZP committees do not have any executive role to play. Such work may also not only focus on the horizontal relationship between committees and the

[10]The Seventh five-year plan FY2016-FY2020. Accelerating growth, empowering citizens, pg. 375-397. Government of Bangladesh. 2015

line officers, but may also address deconcentrating within the line ministries in order to strengthening of the mandate of deputed line officers at UZP level.

- Financial management capacity of the Upazilas is another core area in need of attention, which the current stall of the transfer of staff salaries illustrates. It is also emerging as a priority area in the upcoming PFM Strategy of the Ministry of Finance. The SDC/Sharique cooperation with the Ministry of Finance and the Institute of Public Finance has made important achievements in supporting a PFM handbook for UPs and this work could be upscaled and adapted to UZPs in accordance with the upcoming PFM Strategy
- Previous work to improve UP downward accountability links also needs to be replicated at, and adapted to, the Upazila level. This is only to a very limited extent addressed by the UGDP.
- For Upazilas there is an 'unfinished business' in terms of empowering local women politicians and council members, which the next support should continue.

To this end, the IAUZP component is based on the assumption that political consensus and support of the cabinet decision are required to address these needs and gaps in order to strengthen the governance framework for effective, inclusive and accountable planning and service delivery at the Upazila Parishad level. This outcome could be attained through 1) strengthening the regulatory framework of the UZP, 2) ensuring regular meetings and improved management of UZP committees, 3) introducing the provision of core staff for the UZP, 4) introducing the provision of public engagement in UZP planning, budgeting and service delivery, and 5) educating UZP councillors, including women about their roles and responsibilities.

The theory of change suggests that the objectives will be achieved through four interweaved outputs. **First,** the project will seek to strengthen horizontal coordination and oversight capacity of UZP committees for ensuring inclusive, effective and accountable planning and service delivery. In order to attain this output, the necessary support will be provided to a) clarify the regulatory framework of committees, b) pilot Upazila Development and Coordination Committee with possible nationwide replication, c) advocate for provision of UZP core staff, and d) introduce the provision of meeting allowances for UZP committee members. It is anticipated that line ministries will engage in the decentralization reforms. Second, support will be provided to improve funding absorption capacity and financial accountability through piloting a UZP PFM manual in selected Upazilas with a possibility of nationwide dissemination through IPF and NILG. It is anticipated that the Ministry of Finance will support decentralization in the PFM strategy. Third, inclusive public engagement mechanisms will be piloted to strengthen downward accountability of the Parishads as well as UZP committees. In order to attain this output, support will be provided for a) adopting mandatory provision for inclusion of CSO and local media in committee meetings, b) introducing the provisions of RTI and Service Charter in the UZP Act, c) piloting open budget and participatory planning mechanisms in UZP for possible replication in UZP Act, d) piloting and dissemination of other public engagement mechanisms, including application of media briefings, public hearings, Community Radio and social media and e) introduction of communication money prize award to the best performing UZP. It is expected that UZPs will be willing to adopt a participatory approach.

Fourth, support will be provided to strengthen the ability of women Upazila Parishad members so that they could fulfil their roles and duties in the council work. This output will be attained through clarification and upscaling of WDF, piloting and dissemination of capacity building curriculum for Women Vice-Chair and women councillors in reserved seats, induction for the male councillors so that they support to women in local politics, and increasing the agency of women councillors so that they could effectively participate in debates and influence decision making. It is expected that it will bring a positive change in the recruitment of women candidates in local politics.

These four outputs will supplement interventions and results of other donor-funded projects, but are also focal areas in their own right. Results achievements will not depend on progress made in the other ongoing projects, since piloting and upscaling will take place in direct cooperation with LGD and relevant central government stakeholders.

The relatively limited budget also limits the immediate geographical outreach of the component. The main project strategy is therefore to *pilot governance innovations for upscaling* through the government policy, regulatory framework and training delivery institutions rather than supporting implementation *at scale*. This means that the number of pilot Upazilas should not be larger than the need to trial and validate the pilot innovations. The subsequent rollout of these innovations and capacity building at scale will be the responsibility of the government, while the Inter-ministerial coordination committee on Local Government could serve as a platform for reform oversight, in addition to the project steering committees. The selection of pilot Upazilas could apply a number of criteria, including old verses new districts, geographical location, level of income, poverty, population size, inclusion of minorities and so on. At the same time, it is to be bear in mind that the pilot Upazilas under the IAUZP must have the basic capacity to innovate best practise governance measures, which can later be upscaled all over the country. Thus, all the parties (the UNDP, the SDC and the Government of Bangladesh) should have reasonable mind-set in selecting Upazilas for the project as looking for the most poor and difficult ones may slow down results achievements and upscaling, making them less suitable for basic system innovation.

In the past, LGSP played a crucial role in the upscaling of UNDP supported innovations in subsequent LGSP cycles. If a successor to the UGDP is developed, a similar partnership between LGD, UGDP and the IAUZP can also expedite the rollout of IAUZP results achievements.

b. Sustainable Democratic Union Parishad Project (SDUP)

This component of the project is based on the theory of change that assumes that responsive economic and public interest decisions essentially need effective and participation based on the principles of wider and inclusive public engagement and enhancement of social capital.

Tackling poverty requires capable and accountable governance [11] and political commitment to reduce the causes of poverty. Good policies are developed in a climate of continuous engagement including opposing ideas.[12] Whilst networks of interest formed at community level are able to further community-shared interest they need to negotiate with vested interest structures to influence regional and national government policy direction.[13]

The theory of change of the project therefore suggests that the objectives will be achieved through four inter-twinned outputs. *First*, the project will seek to enhance the capacity of weaker UPs including the elected officials (both male and female) based on a comprehensive capacity needs assessment. At the same time, necessary backstopping support from the project will be provided to the targeted UPs that will help them to transform into effective and pro-poor service providers. *Second*, support will be provided with a view to enhancing the resilience of communities vulnerable to climate change and related disaster risks in the targeted geographical area in Bangladesh. Also, it is envisaged to establish improved and inclusive local level planning and to increase funding for UP led climate change adaptation solutions involving community, particularly youth and marginalized groups. *Third*, poor and marginalized citizens, including women, will be empowered in order to make decisions on local development and political participation. *Fourth*, support to promotion of evidence based policy formulation will be the emphasised. The project will aim to shape policies by advocacy, dialogue with key stakeholders at the local level as well as with national level.

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[11]Department for International Development. 2009. Political economy analysis how to note. Accessed 17 January 2014. http://www.odi.org.uk/sites/odi.org.uk/files/odi-assets/events-documents/3797.pdf

[12]Hughes, N. 2013. Insights from the connecting practice: people powered change. Institute for Government. 2013.

[13]O'Neil, C, et al. 2015. Doing legal empowerment differently: learning from pro-poor litigation in Bangladesh. Overseas Development Institute. 2015.

In line with the provisions UP Act 2009, community members will actively participate not only in tracking the utilization of grants and expenditure but also ensure quality and transparency in spending of targeted Union Parishads. The design of the project will further consider dedicated analysis of citizen engagement, flow of funds, and also review challenges with the existing structure and promote evidence based policy reform. In this case, a thorough consultative process with other programmes, stakeholders and development partners will be initiated with diagnostic studies/surveys, as deemed necessary.

In order to promote institutionalisation and scaling up across the public service important discussions will take place within government departments on the issue of decentralization and inclusive local development, and effective public financial management. To this end inter-ministerial coordination will be further strengthened to pursue service delivery related policy reform. All these innovations will add great value to the ongoing reform initiative of the government in promoting decentralization through making LGIs more responsive and accountable service providers.

In addition, there will be consultation and close collaboration with the prospective efforts to be supported by the World Bank, particularly in the area of capacity development, women empowerment, joint monitoring and evaluation, grant guidelines and management, etc. As in the case of Union Parishad Governance Project (UPGP) and Local Government Support Programme (LGSP) II, the instrument of cooperation between the proposed SDUP and potential LGSPIII is also envisaged to be signed by the participating development partners with an aim to lessen overlaps and create an environment where these two programmes would be working in close collaboration.

In addition to the priorities identified by the 7th Five Year Plan of GoB in the area of local governance, the SDUP is premised on the findings of the policy studies[14] that emphasised on *effective assignment of functions; extended local participation and accountability; participation of women in local level political process; local fiscal autonomy and improved local financial management, etc.* Consideration of all the above critical areas demonstrates that the design of SDUP is relevant for the identified issues, and will remain relevant for the evolving situation of LG as well.

The project will work with 30 weaker UPs in selected districts across Outputs 1 - 3. The districts will be selected from areas that are impacted by climate change and/or frequently affected by disasters like cyclone, flash flood, regular flood, drought, etc. The number of districts will be selected on the basis of the availability of fund. In this regard, Southern region will be given preference specially areas where the impacts of climate change are adverse and where DANIDA and other organizations have projects on climate change issues.

c. Policy for Effective Local Governance (PELG)

The government of Bangladesh in its 7th plan has stressed importance on the strengthening local governance. In order to strengthen local government organizations the government will require initiating a comprehensive reform agenda that will not only include Local Government Division (LGD) but also involve different key line ministries, including the Ministry of Finance, the Cabinet Division, and the Ministry of Planning and citizens at large. Thus, it can be assumed that the government will extend their wholehearted support to initiate and implement reform agendas aiming at strengthening overall governance of local bodies.

An assessment of previous projects has revealed a significant need for policy support in areas, which are not covered by these projects.

- First of all, continued support is required to hold policy dialogues on finding ways to develop the future of LGS. Thus, UNDP and its partners should assist the government in formulating overall policy on decentralization. The government has included a comprehensive set of

[14] Relevant recommendations drawn by the five policy studies conducted under UPGP and Upazila Parishad Governance Project (UZGP)

actions in its 7th plan for strengthening the local governments during the period of 2016 to 2021. Since the 7th plan has just started implementation from 2016, it is too early for any project to work on broader reform programs aiming at transforming the objectives of 7th plan. Thus, policy support could stimulate the development of broader, more crosscutting policy initiatives and action plans.

- Second, the financial management capacity of different tiers of the local governments (UP, UZP and ZP) is another core area that requires more policy support. In Bangladesh, local governments in general, and the UPs in particular, play an important role in the delivery of public services as they collect own revenues and receive substantial grants. Thus, people's representatives need adequate capacity to deal with different issues, including, financial planning and budgeting of public revenues and expenditures, the process of revenue generation and spending and transparency and accountability.
- Third, policy support is related to finding ways and mechanisms to overcome institutional and structural challenges of empowerment and effective engagement of elected female members of UP/UZP/ZP in local governance.
- Ward Shava is one of the most of important provisions of the UP Act, 2009 that has created scope for people's participation in the decision-making process of the UP. Unfortunately, it is yet to be fully functional. Thus, the fourth policy support area lies with the need for review of the provision of the UP Act 2009 that deals with structural and functional challenges of Ward Shava.
- Finally, more policy support is required for finding ways to institutionalize the linkage between Union based Line Agency Committees with UP standing Committees.

It is expected that interventions in support of these problem areas mentioned above will supplement interventions and the results of Component-1 & 2.

3. Results and Partnerships

a. Inclusive and Accountable Upazila Parishad (IAUZP)

Expected Results

The expected result of the next IAUZP is that "Upazila Parishads plan and deliver services in a more effective, inclusive and accountable way through a strengthened governance framework." The project will deliver its support in accordance with the following four dedicated outputs plus the shared policy support output with the SDUP.

Outputs

The following four outputs have been designed to work in support of the outcome:

Output-1: UZP Committees strengthened their horizontal coordination with line departments and oversight capacity and upward accountability with the District Development and Coordination Committee for inclusive, effective and accountable planning and service delivery

Output-2: Upazila Parishad financial management, funding absorption capacity and financial accountability have improved

Output-3: UZP Committees strengthened their downward accountability through inclusive public engagement mechanisms and practices

Output-4: Women Upazila Parishad members strengthened their ability to fulfil their roles and duties in the council work

Output-1: UZP Committees strengthened their horizontal coordination with line departments and oversight capacity and upward accountability with the District Development and Coordination Committee for inclusive, effective and accountable planning and service delivery

This output is designed with the aim to clarify the roles and responsibilities of the UZP committees and strengthen their decision-making, coordination and oversight role vis a vis the line departments represented in the UZP administration.

The output will revisit the UZP and the line department committee structures and mandates with the aim to strengthen the role of the UZP committees in the selection, monitoring and evaluation of capital investments project as well as strengthening the oversight of services delivered by the line departments. Building on current achievements by the UZGP, the output will develop TOR for the committees with the aim to upscale them through a circular and guidelines and monitoring tools will be piloted in selected UZP for nationwide dissemination.

At present, line departments do not systematically share their plans and budgets with the Upazila Parishad and Committees which hampers an overall view of all development efforts made by the public sector in the Upazila territory. As a matter of fact, the existing system does not allow a comprehensive review of plans of the UPs and 17 transferred government departments. Under this circumstance, the output will review the UDCC structure at UP level with the aim to pilot a similar Upazila Development Coordination Committee, which may improve the overall coordination of UZP planning, strengthen the linkages with UP plans and establish a clearinghouse for the preparation of the council meetings.

In order to strengthen the horizontal coordination and decision making processes at Upazila level, the output will also engage in upstream policy and coordination discussions at the central level (as part of the shared output). This will include:

- A review of the vertical relationship between key line ministries (education, health and agriculture, LGED) and the Upazila based line officers in order to further deconcentration and strengthen the mandate of the line officers and ultimately the UZP Committees.
- Ensuring that the selected line ministries share their annual plan and budget for the district/Upazila and allow its monitoring by the related UZP Committee.
- Defining and promoting the establishment of core UZP staff with the aim to strengthen the coordination of crosscutting planning and budgeting issues.
- Promoting the allocation of committee meeting allowances in order to strengthen councilor participation in UZP committee meetings.

This output will also strengthen both horizontal and vertical coordination and establish institutional linkages with different government officials and the Upazila Parishad. At present, the Upazila Parishad is playing a very insignificant role in ensuring coordination of the functions of the transferred departments. There are some issues that include legal notification from the line ministries of different transferred departments as well as the hierarchy. Thus, this output will create an opportunity where district level officials of different transferred departments and representatives of the Upazila Parishad would sit together under the chair of the Deputy Commissioner of the district to discuss different issues. This will facilitate the better service delivery in the long run. A summary of activities which will contribute to achieve this output is delineated below;

- Developing and circulating Terms of References (ToRs) for UZP committees.
- Developing guidelines to establish UZP Development and Coordination Committee (UZDCC)
- Prepare guidelines for UZP Committee for planning and service delivery to oversight the piloted and disseminated Developing policy papers on different issues of horizontal coordination and oversight capacity of UZP committees
- Organize Meeting/ workshop with national monitoring system of SDGs
- Action research and guideline development
- Holding Quarterly and Annual Workshop for each district on coordination

Output-2. Upazila Parishad financial management, funding absorption capacity and financial accountability have improved

This output will strengthen the capacity of UZPs to manage their own budgets and accounts. It will build on the achievements and lessons learned from SDC supported Sharique and its cooperation with the Ministry of Finance and the Institute of Public Finance. The output will strengthen the entire budget cycle of the Upazila with improved tools, skills and practices relating to five focus areas including i) budget formulation, ii) budget implementation, iii) procurement, iv) accounting, reporting and control and v) budget analysis. A tailor-made PFM handbook targeting the UZP Financial Committee will be piloted in selected UZPs for subsequent dissemination by IPF and NILG. This output will also link to advocacy engagements for assigning core staff, which should include a financial officer. The proposed activities for this out are;

- Develop Public Financial Management Manual
- Develop appropriate software application to ensure better management of PFM
- Pilot the PFM manual at UP level using the PFM software
- Conduct Policy Studies on revenue and financial management system focusing on Upazila fiscal system

Output-3. UZP Committees strengthened their downward accountability through inclusive public engagement mechanisms and practices

This output will promote improved downward accountability of UZP committees through a mandatory provision to include citizens, CSOs and local media in regular committee meetings. The regulatory provision will be supplemented by the piloting of a number of citizen's engagement mechanisms tailored for UZPs. This will include such innovations as

- Regular media briefings on development matters
- Public hearings in accordance with the National Integrity Strategy
- Active use of Community Radio to reach out to all electorates
- Using social media (Facebook, Twitter) to engage interactively with the youth

The piloting of new governance mechanisms to deepen UZP engagement practices will be furthered by the introduction of an innovation award to highlight and award best engagement practises.

The output will also seek to upscale and adapt a number of UP governance innovations at UZP level for improved transparency and downward accountability. This will include

- Introduction of RTI and Citizens Charters (newly named as Service Commitment) in the UZP Act with the aim to improve transparency, accountability and inclusiveness of the UZP service provision
- Introduction of UP participation mechanisms at UZP level such as Open Budget and participatory planning (area and/or thematic based approach), which are strictly complementary to the UP planning and budgeting process.

<u>The proposed activities which will contribute to achieve the output three are given below;</u>

- Launching Open Planning and Budget mechanisms in UZPs Planning
- Public engagement mechanisms piloted and disseminated, including application of Media briefings, public hearings, Community Radio and social media
- Assessment of 8 UZPs of 8 districts for selecting the best performance UZP and to be awarded to best performing UZP
- Awareness on citizen rights for the community people at UZP level

Output-4. Women Upazila Parishad members strengthened their ability to fulfil their roles and duties in the council work

This output builds on ongoing initiatives and will strengthen efforts to promote women members through peer networking and targeted capacity building initiatives. Strengthening of the Women Development Forum (WDF) will get special attention in accordance with recommendations rendered for current support. The mandate of WDF will be revisited to strengthen the focus on council work

rather than implementation of development schemes in parallel to schemes adopted in the UZP development plans.

Special attention will also be rendered to the role and promotion of women Vice Chairs and guidance for women council members, including reserved seats, in the conduct of council and committee work. The support will pilot practise-based training and develop a tailored training curriculum, which can be up scaled through NILG. In addition, MoU will also be signed with different projects working on the issue of women's political empowerment, including SDC financed *Aparajita* project to learn best practise lessons from them to accommodate in this project.

The output will engage in dialogues with local political party offices to promote the nomination of women for general seats and chairperson position. It will also advocate for a clarification of law provisions for reserved seat UZP members. At present, the provision of law is unclear. For instance, although UP elections have been held and new reserved seat women members have been elected, many reserved seat women members of UZP consider that they would remain member of UZP until the tenure of the UZP. The following two major activities will assist to achieve the output 4;

- Capacity building support for Women Vice Chairs and elected UZP female members
- Studies and policy papers on women empowerment and women development forum at Upazila level

b. Sustainable Democratic Union Parishad Project (SDUP)
Expected Results

The expected result of the next SDUP is to strengthen Union Parishads as pro-poor, inclusive, climate sensitive, effective and accountable service providers. The project will deliver its support in accordance with the following four dedicated outputs plus the shared policy support output with the IAUZP.

Outputs
The following four outputs have been designed to work in support of the outcome:

Output 1: Capacity of targeted Union Parishads is significantly strengthened to provide pro-poor, effective and accountable services

Output 2. Union Parishads are increasingly climate resilient by identifying and prioritizing resilience measures in the UP development plan and their implementation

Output 3. Poor and marginalized citizens, including women, are empowered to make decisions on local development and political participation

Output 4. Policy dialogue at national and local level engaging civil society and other stakeholders initiated to promote democratic and accountable service delivery at the local level.

Output 1: Capacity of targeted Union Parishads is significantly strengthened to provide pro-poor, effective and accountable services

This Output has been designed to improve the governance structures and accountability systems and processes within Union Parishads in selected UPs. The Output will aim to strengthen the formal structures, functions and systems of the UP including operation of Standing Committees and Ward Shavas as well as the informal processes of engagement within these structures and between representatives and constituents at Union and Ward level. The Output will address two *dimensions* of improving democratic accountability at UP level.
The first will be the functional dimension of UP affairs with a focus on ensuring that UP members fulfil statutory provisions and function more effectively with regard to their stipulated roles, responsibilities and obligations. The UP Act 2009 provides a detailed framework of powers, functions

and responsibilities and SDUP will aim to build the capacity of UP Chairpersons and Ward Members to implement these new responsibilities, identifying and removing bottlenecks and ensuring that elected representatives are supported with the right skills and capacities.

The second dimension is that of equitable and inclusive engagement between citizens and the UP and ultimately deepening the values of local democracy as well as ensuring pro-poor service delivery. Activities will include activation of the Ward Shavas, strengthening of the Standing Committees which provide a forum for citizens to represent specific interest groups in areas such as health, education and agriculture as well as the interests of women and poorer members of the community, and support to Women's Development Fora. The following proposed activities will contribute to achieve the output 1 of SDUP;

- Organize training for weaker UPs on SC, Open budget and planning
- Monitor the improvement of the management processes of the UPs to be more functional
- Technical support to hold Ward Shava and open budget
- Create awareness to UP functionaries on transparency and accountability
- Develop and maintain website on UP service delivery for enhancing transparency

Output 2. Union Parishads are increasingly climate resilient by identifying and prioritizing resilience measures in the UP development plan and their implementation

Output 2 has been designed to empower selected UPs in selected areas to exercise their mandate in planning and delivery of services that will contribute more effectively to the achievement of SDGs (especially achieving the goals and targets of 1,1.3, 4,5,6,11-b,15 and 16.7) through strategic local development planning and local revenue mobilization. Under this output, UPs will be assisted to prepare five year and annual development plans by involving all the stakeholders. While preparing the plan the UPs will also match their plans with relevant Upazila Parishad plan so that they can design joint project and pool resources. The Output will also encourage UPs to adopt innovative and accountable actions, including engagement with marginalized/vulnerable groups to address emerging challenges in areas such as climate change. The following activities will contribute to achieve the output 2

- Training on resilience and climate change adaptation plan
- Developing and dissemination of communication materials
- Support to develop five-year plan
- Exposure visits
- Awareness raising on climate resilience and support climate adaptive measures for vulnerable UPs

Output 3. Poor and marginalized citizens, including women, are empowered to make decisions on local development and political participation

This output has been designed specifically to empower poor and marginalized groups including women so that their voices are heard in the decision-making process on local development and political participation. Along with empowerment of marginalized groups, efforts will also be made to encourage selected UPs so that they spend a fair portion of their budget for the marginalized groups. The following activities will contribute to achieve the output 3;

- Awareness on women rights and rights of vulnerable people
- Training on women rights and local development
- Training for all women elected representatives of UPs
- Training for on equity and gender discrimination for UP Councilors
- Communication and dissemination of equality and gender development

Output 4. Policy dialogue at national and local level engaging civil society and other stakeholders initiated to promote democratic and accountable service delivery at the local level.

This output has been developed to continue the policy works which has been started by UPGP and UZGP. The Policy Advisory Group (PAG) will be supported by SDUP and ongoing policy reforms will be furnished with the expectation that the recommendations made by several policy studies can

be implemented by the government. This output will also support action research pieces that are outsourced to external agencies as and when the need for short-term external assistance arises. This output will also make an effort to create a continuous citizen state collaboration, including the engagement of civil society organizations (CSOs), experts, politicians and elected and non-elected officials of local government. The key proposed activities to achieve the output 4 are given below;

- Policy studies on LG issues
- Workshop on Studies Report
- Inter-Ministerial Meeting
- Citizens Perceptions Survey (UZPs and UPs)
- International Study /training (Climate Change, Local Governance and Decentralization

c. Policy for Effective Local Governance (PELG)
Expected Results

The expected result of the next PELG will be "To provide policy support to the Government of Bangladesh for establishing effective local government". This component has been designed to address local governance policy issues irrespective of local government tiers. This component will deliver its support in accordance with the following five dedicated outputs plus the shared policy support output with the AIUZP and SDUP.

Outputs
The following five outputs have been designed to work in support of the outcome:

Output-1: Planning and financial system of UP, UZP and Zila Paishad is integrated and supplemented with each other.

Output-2: Public engagement strategies of UP/UZP/ZP have become strengthened through overcoming institutional and structural challenges

Output-3: UP/UZP committees and inter-ministerial coordination committee is strengthened for better performance of LG bodies.

Output-1: Planning and financial system of UP, UZP and Zila Paishad is integrated and supplemented with each other.
This output is designed with the aim to find process and mechanism through which the planning system of the UP/UZP/ZP can be integrated and supplemented with each other. This output will review the existing mechanisms of integration and supplementation in the planning process and suggest ways and a mechanism for better coordination. Based on the review and research, the output will develop well-coordinated planning process for different LG bodies with the aim to upscale them through a circular and guidelines. This output will also review the existing tax system of the UP and reassess the compliance and efficacy of a model tax system. This will enhance the internal revenue collection of the UP that will facilitate the development of the UP.
The below proposed activities will contribute to achieve the output 1;

- Studies on identification of problems of integration and supplementation in the planning process of the UP, UZP, and ZP are completed.
- An integrated planning system of UP, UZP and ZP is developed.
- Support LGIs to initiate actions for localizing SDGs (especially achieving the goals and targets of 1,1.3, 4,5,6,11-b,15 and 16.7) in compliance with the national guideline/mechanism

Output-2: Public engagement strategies of UP/UZP/ZP have become strengthened through overcoming institutional and structural challenges
This output will strengthen the functioning of the Ward Shava, which is one of the most important platforms for citizen engagement, through a review of the UP Act of 2009. In order to attain this objective, the output will pinpoint important issues hindering the effective functioning of the Ward

Shava and then will engage in dialogues with the government policy makers with the aim to convince to initiate legal reforms that could facilitate the smooth and effective functioning of the Ward Save. This output will first identify existing institutional and structural challenges that hinder effective participation of elected female members of UP/UZP/ZP. Afterwards, this output will suggest measures to overcome these challenges that will make the female members empowered and encourage them to get involved in the political process of the local government bodies effectively. This output will also engage in dialogues with the government and political parties in order to sensitize them on different issues relating to women's political participation that will require changes in the laws or issue of circulars. The following activities will contribute to achieve the output 2;

- Studies on challenges of female members' participation and engagement in the activities of UP/UZP/ZP are completed and Institutional and structural challenges are identified and mechanisms of overcoming challenges are suggested.
- Workshop on Dialogues with the government and political parties on issue of female's participation in the political process.
- Legal reforms are enacted or circulars are issued in order to overcome challenges of female's participation in the activities of local governance.
- Series of dialogue on activating Ward Shavas of UPs
- Development and dissemination of communication materials

Output-3: UP/UZP committees and inter-ministerial coordination committee is strengthened for better performance of LG bodies.

This output will develop guidelines and policy documents in order to clarify the roles and responsibilities of union based line agency committees and UP standing committees with the aim to establish a strong linkage between these two committees. In order to attain this goal, this output will revisit the structures and mandates of both the committees and suggest ways through which their linkages can be strengthened. Moreover, at present, functions of a good number of line departments of different ministries have been transferred to the UP and UZP. Although, several directives have been issued from the LGD instructing these departments to work in collaboration with the local government bodies, but, the reality is that these departments do not follow the directives of the LDG. Rather, they always look towards the instruction of their parent ministries. Under this circumstance, in order to ensure sound working of local government bodies, it is important to form an inter-ministerial coordination committee under the chair of the Additional Secretary, Field Administration of Cabinet Division. The inter-ministerial coordination committee may be comprised of the representatives of relevant ministries especially, Cabinet, Finance, ERD, LGD, etc. This will not resolve issues relating to lack of coordination between LG bodies and line departments, but also facilitate implementation of other policy issues that will strengthen the local government bodies. The following activities are proposed for the out 3 of component 3 of EALG;

- Study on roles and responsibilities of Union based line agency committees and UP standing committees
- Developing guidelines clarifying the roles of responsibilities of Union based line agency committees and UP standing committees

▫ Resource mobilization

The project will be implemented with the support of government employing a finance model that includes private and public resources. Utilization of development finance will be prioritized, including government co-financing to accelerate national development priorities. Leveraging UNDP's position resource mobilization will secure private sector partnership opportunities as well as pursuing non-traditional bilateral partnerships. The present status is that US$ 3 million, US$ 3 million and US$ 0 .75 million have been committed by SDC, DANIDA and UNDP respectively for EALG project.

▫ Partnerships

Like the UPGP and UZGP, the AIUZP and SDUP will be carried out in partnership with the Local Government Division (LGD) under the Ministry of Local Government, Rural Development and

Cooperatives (LGRD&C) of the GoB. The project would also be implemented following a similar type of partnership with the GoB, SDC, DANIDA and UNDP.

▫ Target groups

Considering the budget constraints, 2 UZPs would be chosen in IAUZP from 8 districts from 08 divisions. 30 weaker UPs will be selected to provide support under SDUP component. 16 Upazilas from 8 districts for IAUZP would be chosen together with the Government considering the following criteria:

1. Representative sample of ***poverty levels*** of Bangladesh (proportion of population below the upper and lower poverty line): This will ensure the demonstration effect the project is aiming at to have a broader policy and scaled up impact through the replication and adoption of the best practices it will identify. Districts from different poverty levels will be selected but a poverty bias will be allowed to ensure the sample is representative of Bangladesh's district poverty profiles. Districts with various levels of capacity will be included to ensure sufficient lessons learned from this piloting exercise.

2. Inclusion of 4 former UZGP and UPGP districts: This will provide an ***opportunity to continue building on the successful grounds*** built under the UZGP and UPGP project to showcase sound and well proven models for replication.

There would be two types of target groups of this project: first, policy level of the government in general and LGD, Ministry of Finance, Cabinet Division and Ministry of Public Administration are in particular. On the other hand, elected representatives including women representatives and officials of different line departments would be second category of target groups.

Table 1: List of project areas for EALG (Based on the need, situation and availability of resources the project district/s can be changed and or increased)

Name of the proposed districts	Position in poverty mapping	Position in climate vulnerability	Other reasons
1. Patuakhali	Poor area	Climate vulnerable area	
2. Khulna	Poor area	Climate vulnerable area	Current UPGP and UZGP area
3. Sunamganj	Poor area	Climate vulnerable area	Current UPGP and UZGP area
4. Rangpur	Poor area		Current UPGP and UZGP area
5. Rajshahi	Poor area	Climate vulnerable area	
6. Chandpur	Poor area	Climate vulnerable area	
7. Faridpur	Poor area		
8. Netrokona	Poor area	Climate vulnerable area	

(i) Inclusive and Accountable Upazila Parishads (IAUZP)

Most risks identified for the interventions of IAUZP are considered medium to low. The interventions are linked to devolution objectives of the 7th five year Plan and will be based on support modalities, achievements and lessons learned of present and previous support projects. Many of the critical issues have already been addressed during the implementation of Upazila Governance Projects. Thus, the next IAUZP is likely to face low resistance during its implementation. However, some of the risks those are relevant to this engagement during the implementation timeframe and anticipated mitigation measures are outlined in the table below:

Relevant Risk Analysis	Risk Specific to this Engagement	Mitigation
Programmatic – The most critical aspect of the interventions concerns the ability of the government and engage broadly with central stakeholders (the Cabinet, line ministries, finance, etc.)	Some of the potential conflict prone areas of the proposed project are the advisory role of the MPs towards UZPs and the role of UNOs vis a vis the specialists cadres.	Discussions will be held with political parties to sensitize them about the role of MPs in the UZPs. Measures will be employed to manage relations with national authorities to ensure confidence in activities and adequate reach out. UNDP has a plan to bring all ministries, including finance under the leadership of Cabinet division in order to overcome any possible risk in this regard.
Fiduciary – Low level fiduciary risk	In the proposed project, there will be less amounts of money that would be disbursed for procurement and transaction. Thus, the fiduciary risk will be very low.	Awareness program for LGIs functionaries on Country's Anti Corruption Policy/Act will be made. In addition, all procurements and transactions are done according to established UN procurement rules as well as Public Procurement Rules of the Government of Bangladesh. This will reduce the possibility of corruption in the implementation process.
Institutional – 'Vested interest' and 'system inertia' in the intervention process.	The intervention may challenge vested interests and encounter 'system inertia' or even resistance in the process E.g. the clarification of role and responsibilities of UZP committees vis-a-vis the line officers could carry some risks as it may include discussions on deconcentrating decision making and resource envelopes from line ministries to the Upazila line departments and the UZPs and more efficient deployment of extension staff to work with UPs.	Rapport building with political parties through series of discussions. Rapport building with the Cabinet division with an intention to encourage them to play a lead role in ensuring corporation of line ministries.
Institutional – UP Elections	Local elections will take place during project implementation and may impact on project results. One risk is the possibility of disruptions due to the election process, which may impact adversely on project progress. Moreover,	Results can be sustained through the adopted project strategy of piloting, then institutionalizing capacity building and upscaling results through legal change, training delivery through IPF and NILG; etc.

Relevant Risk Analysis	Risk Specific to this Engagement	Mitigation
	change of councilors because of the elections, may affect local capacity building by the projects.	Moreover, with the active support from CSOs, citizens group, UNOs, DLG/DDLGs and local authorities, the project staff will quickly build rapport with the UZP office bearers.
Operational - Risk of duplication of efforts and missed synergies.	There is a risk of duplication of efforts and missed synergies in relation to other donor-funded support (LGSP III of the World Bank and UDGP of JICA) in local governance.	The selection of interventions is done to avoid such duplications up front and to supplement ongoing support, but some of the interventions has to be closely coordinated with other projects such as the support to PFM in Upazilas, which need to link to the UGDP interventions in PFM.
General – Unstable political situation may hinder smooth implementation of the programme	There may be civil and political unrest in the project areas potentially endangering the staff and stakeholders and threatening damage of project assets and equipment	Operating procedures are in place to monitor security in work areas and control staff deployment and manage equipment accordingly. Besides, UNDP had adopted alternative work modalities and communication through Skype and cell phone to maintain the momentum of implementation during the political unrest in 2013. The same approach will be adopted, if there is unrest situation
Natural disasters (floods, cyclones, earthquakes, etc.) may occur during project implementation	Some activities might be delayed; staff of the project might be endangered or diverted to emergency disaster relief	Monitor the weather and inform the work teams and beneficiaries of risks. Have a communication system in place.
Financial: Forex losses, shortage of fund	Forex losses may hamper some activities.	Adjustment of planned activities will be done and duration of project will be curtailed

(ii) Sustainable and Democratic Union Parishads (SDUP)

The risks identified for the SDUP are considered low, since the proposed UP support programme is essentially building on an existing base that already has a high degree of acceptability in government at all levels from LGD to UP. Many aspects related to the proposed programme have already been tried and tested with by and large positive results and are therefore likely to face low resistance. However, some of the risks those are relevant to this engagement during the implementation timeframe and anticipated mitigation measures are outlined in the table below:

Relevant Risk Analysis	Risk Specific to this Engagement	Mitigation
Programmatic – There is a low risk of overlapping and/or duplication of effort with other donor funded projects like LGSPII (upcoming LGSPIII) funded by the World Bank, etc.	Some of the areas of the proposed programme like capacity development, grants, women development, etc. have potential for overlapping with projects like LGSP.	UNDP has considerable experience of mitigating these risks through signing of joint cooperation framework involving LGD and donor partners in the one hand and working in close collaboration with projects like LGSP II/III on the other will reduce such risks.
Fiduciary – Low level fiduciary risk	Corruption is a wide spread issue and problem in Bangladesh; this engagement has a considerable number of procurements and good amount of money transactions.	Awareness program for LGIs functionaries on Country's Anti Corruption Policy/Act will be made. In addition, it will be ensured that all the procurement and transaction of money are done in line with the established UN procurement rules as well as Public Procurement Rules (PPR) as appropriate; these rules have strong mechanism to prevent corruption and/or misappropriation.
Institutional – Public financial management	The growing quantum of resources being managed by Union Parishads also brings in low public financial management risks.	Financial management training has been designed in the proposed programme to improve the capacities of key Union Parishad personnel. There will be introduction of accounting software to reduce the possibilities of errors and allows for validation & supervision.
Institutional – UP Elections	The UP elections have been held in 2016. There is a completely new set of leadership. Orienting the vast number of newly elected UP leaders could be a daunting task. There are also local political economic challenges like rival leadership, political opponents of the elected leaders may pose a threat in smooth running of the project.	With the active support from UNOs, DLG/DDLGs and local authorities, the project staff will quickly build up rapport with the UP office bearers. Moreover, engagement with community organizations and UP ward members, and the ward residence would further ease the process of engagement.
General – Unstable political situation may hinder smooth implementation of the programme	There may be civil and political unrest in the project areas potentially endangering the staff and stakeholders and threatening damage of project assets and equipment	Operating procedures in place to monitor security in work areas and control staff deployment and manage equipment accordingly. Besides, UNDP had adopted alternative work modalities

Relevant Risk Analysis	Risk Specific to this Engagement	Mitigation
		and communication through Skype and cell phone to maintain the momentum of implementation during the political unrest in 2013. The same approach will be adopted, if there is unrest situation
Natural disasters (floods, cyclones, earthquakes, etc.) may occur during project implementation	Some activities might be delayed; staff of the project might be endangered or diverted to emergency disaster relief	Monitor the weather and inform the work teams and beneficiaries of risks. Have a communication system in place.

(iii) Policy for Effective Local Governance (PELG)

Like the AIUGP and the SDUP, the risks identified for the PELG have been considered as low since policy component of UZGP and UPGP has already developed a base that has attained a high degree of acceptability in government at all levels from LGD to UP. Thus, it is expected that the implementation process of this component will face very little risk during implementation. However, some of the risks that may create low level of risk during implementation and their mitigation strategies measures have been mentioned below:

Relevant Risk Analysis	Risk Specific to this Engagement	Mitigation
Programmatic- Getting access to the central policy makers	PELG will require constant communication with the central bureaucratic as well as political leadership, but difficult access to those leaderships might be a potential threat to the implementation of the PELG.	Since the project will be implemented through LGD, it is expected that bureaucracy and political leadership will show a positive intent in providing support to the project.
Institutional-Bringing Structural changes	PELG aims at bringing some structural changes at the institutional level (in case of women's participation, Ward Shava). Thus, there might be some potential threat from the policy makers as well as stakeholders.	All out efforts will be given to build confidence with the LGD, Cabinet Division, Ministry of Finance and other related ministries along with political leaders. UNDP has considerable experience of mitigating these types of risk In order to justice the need for changes, different studies will be conducted. Then, series of discussion sessions will be held with the policy makers and stakeholders to convince them about the required changes.
General- Political unrest	A potential threat may arise from the civil and political unrest that may jeopardize different activities including conducting filed work of	Alternative wok modalities and communication through skype and cell phone to maintain the momentum of implementation during

Relevant Risk Analysis	Risk Specific to this Engagement	Mitigation
	different studies, organizing seminars/workshops and discussion session with the political actors.	political unrest will be followed. UNDP followed such approach during political unrest in 2013.

- **Stakeholder engagement**

Different types of stakeholders would be engaged in the project implementation. At the national level, the role of LGD, the Ministry of Finance, and the Cabinet Division is crucial as these bodies could accelerate the progress of getting things done. LGD would be the key ministry that would have to take the steering role in getting things done. Most importantly, issues requiring issuing of circulars and coordination with other ministries must have to be dealt with by the LGD. The importance of the Ministry of Finance is immense, as matters relating to financial issues must have to be approved by this ministry. On the other hand, cabinet is the sole authority whose instruction is obligatory for all ministries to abide by. Most importantly, engagement by the cabinet is required to deal with issues at the inter-ministerial level. In order to make sure that 17 line ministries and their departments cooperate in the overall functioning of the UZP, the role of cabinet is quite important. At the implementation level community engagement is a central principle of the project as it has stressed importance on increasing the engagement of community in the governing process of the UP and UZP. Scope for engagement of community people would establish network and build ownership and social capital that would ultimately help the process of establishment of inclusive, accountable and transparent service delivery of the UP and UZP which is the main objective of the EALG project. A mechanism will be established to avoid duplication and over lapping of activities.

- **South-South, triangular cooperation**

Though the South-South Triangular cooperation do not directly linked with the UZP and UP activities, yet there are opportunities to apply learning on decentralization practices from different countries. It is expected to showcase good practises and liaise with countries in the region to have mutual learning. The project will also explore different fiscal decentralization models in the region as appropriate and necessary steps will be taken to disseminate the knowledge among all relevant stakeholders.

- **Sustainability and Scaling Up**

It is envisaged that the capacity built in Upazila through different initiatives including planning, budgeting and participation under UZGP would continue in limited scale under IAUZP as the Upazila will function as planning and service delivery point under all circumstances. It is expected that the project policy level intervention would contribute in enabling the system to sustain inclusive, accountable and transparent local government as well as inculcating positive changes in the existing administrative and political culture. The scope for engagement of community people in more numbers would create an environment under which mutual understanding between the local politicians, community people and field level bureaucracy would work together that would facilitate the achievement of mutually exclusive service delivery goals meaning that both the people's representatives and government officials would collaborate towards providing better services to the citizens. There is a scope for upscaling of some of the good practices of the project. On the other hand, the project is expected to strengthen both the horizontal and vertical coordination at the UZP, enhance the financial capability and strengthen the capacity of women members. While achieving these goals, a strong linkage would be developed among different stakeholders and actors of the Upazila parishad. These linkages along with enhanced capacities would certainly ensure continuation and scaling up of the development activities beyond the project period.

- **UNDP Value Addition**

Over the past few decades, UNDP has been a key partner of the Government of Bangladesh as it assists the GoB in different sectors including strengthening local governance. Past experience of working in Bangladesh with three million urban poor and with rural communities in poverty alleviation, reform of the local governance sector and partnerships are combined with a strong

brokering and advocacy capacity at national and regional levels. Its existing partnerships with national and regional police, justice sector agencies and linkages to line ministries as well as civil society coupled with the national implementation model employed by the partnership between the government and UNDP delivery provides crucial policy entry points and value for money by utilising state structures for implementation purposes in a sustainable manner.

During 2012-2016, UNDP has assisted the GoB in strengthening all 485 UZPs all over the country through Upazila Parishads Governance Project (UZGP). The project has provided important value additions to the development of the UZP by strengthening its functional capacities and planning and budgeting systems, ensuring consistency with MDG orientation and pro-poor service delivery. However, still there are some issues that require more interventions from the government and non-state actors. Realizing the essence of more interventions and taken into consideration the experience of UZGP and other donor supported projects, a number of issues, including strengthening of committees of UZP for ensuring better horizontal coordination and strengthening oversight capacity, strengthening of financial management, funding absorption and financial accountable of the UZP, strengthening of downward accountability through public engagements, enhancing ability of women members and strengthening of upward accountability with the District Development and Coordination committee to delivery better services, have been identified that would be given full consideration in the IAUZP. It is strongly believed that implementation of these outputs would certainly add great value by accelerating the process of establishing inclusive, accountable, transparent and effective UZP capable of offering better service delivery to its citizens in a more advanced manner which is the main aim of decentralization.

Like the IAUZP, the new SDUP project will be dealing with the issue of gender/women empowerment as mainstreaming agenda instead of keeping it as cross-cutting issue. The issues related to women's empowerment including their political participation, particularly at the local level will be supported under a separate output and results will be tracked by measurable indicators. There will also be inclusion of CSOs, youth and marginalized groups in the affairs of LGI for greater social accountability and for the first time in Bangladesh, CSOs/community will actively participate in tracking the utilization of grants and expenditure of targeted Union Parishads. The project will enhance the capacity of all stakeholders including the elected officials (both male and female) based on a comprehensive capacity need assessment and at the same time necessary backstopping support from the project will be provided to the targeted UPs that will help transformation of UPs into transparent and pro-poor service provider.

SDUP plans on enhancing the resilience of communities vulnerable to climate change and related disaster risks in the targeted geographical area in Bangladesh. It also envisages to establish improved and inclusive local level planning and to increase funding for UP led climate change adaptation solutions involving community, particularly youth and marginalized groups.

Additionally, CSOs and marginalized groups will be involved in activities relating to Climate Change Adaptation (CCA) and Disaster Risk Management (DRM) with an intention to ensure that, as a result of community participation and vigilance, schemes implemented by UPs in these regards will address the need of the most vulnerable and marginalized groups. Policy dialogues with key stakeholders at the local level as well as with national level players including policy makers will be focused on accountable service delivery and inclusive local development. Besides, important discussions will take place within the government departments on the issue of decentralization and inclusive local development, and effective public financial management. To this end inter-ministerial coordination will be further strengthened to pursue service delivery related policy reform. All these innovations will add great value to the ongoing reform initiative of the government in promoting decentralization through making LGIs more responsive and accountable service providers. As the government has started Upazila Governance and Development Project (UGDP) with the financial assistance from JICA and LGSP with the financial assistance from the World Bank, there is a possibility of overlapping and duplication with EALG. However, UNDP has carefully reviewed the activities of

UGDP and LGSP and has identified activities for EALG which will complement these projects. To have a better picture, the following description is given;

Upazila Governance and Development Project (UGDP)
UGDP will (i) provide Performance Based Allocation (PBA) to Upazila Parishad, toward responsive public service delivery and infrastructure development; (ii) improve mutual accountability between LGIs and line departments (NBDs) both at Upazila and Union levels, and to facilitate synergy effects between them; (iii) improve transparency of LGIs and NBDs to local communities through Union Development Coordination Committee (UDCC) and other good governance measures; (iv) strengthen the capacity of public servants both in LGIs and NBDs and their collaboration mechanism; and (v) facilitate an appropriate decentralization process through series of governance & financial improvement activities.

Local Government Support Project (LGSP)- III
The LGSP-III will contribute to the CPF pillars of growth and social Inclusion. It will support the objectives of improved delivery of basic services in urban and rural areas, and enhance rural livelihoods for the poor. It will build on the success of the WB's ongoing engagement in supporting local governments, and aims to improve local government service delivery through better performance in governance and accountability, supported by an institutionalised fiscal transfer system. This will be achieved through a performance-based incentive mechanism for UPs and secondary towns, showing sustained progress in planning, financial management and social accountability.

The proposed project will also sustain the community-based approach and further strengthen the role of women in decision-making in community organisations, with the objective of improving rural livelihoods. The LGSP-III will support the implementation of a number of significant policy reforms—full GoB funding for inter-governmental fiscal framework to UPs; mainstreaming UP annual financial audits and performance assessments; piloting block grants to municipalities; institutionalising capacity building at UP and municipality levels; and mainstreaming and strengthening the UP/municipality management information system.

In what context Efficient and Accountable Local Governance (EALG) Project is different than the above two projects?
The above two projects will deliver nationwide capacity building and formula and performance based capital development grants, largely building on achievements and lessons learned of UNDP lead support. The UGDP also includes a rather extensive reform support package, which seeks to engage with the institutional framework of Upazilas. Thus, Efficient and Accountable Local Governance (EALG) will focus on the following important aspects of local governance that have not been covered by the LGSP-III and UGDP.

- EALG will continue the policy dialogues on how to develop the future LGS. UNDP has been a key partner for the government in the past and the next support projects would allow space to continue supporting the overall policy formulation on decentralization.
- In line with the main objectives of the 7th Plan in relation to local governance, EALG with facilitate the process of establishing a local Upazila civil service and strengthening the executive and oversight mandate of the UZP committees in relation to the line ministries. Such work may also not only focus on the horizontal relationship between committees and the line officers, but may also address deconcentrating within the line ministries in order to strengthening of the mandate of deputed line officers at UZP level.
- EALG will focus on the financial management capacity of the Upazilas which is one of core areas in need of attention that has not been covered by LGSP-III and UGDP. It is also emerging as a priority area in the upcoming PFM Strategy of the Ministry of Finance. The SDC/Sharique cooperation with the Ministry of Finance and the Institute of Public Finance has made important achievements in supporting a PFM handbook for UPs and this work would be up scaled and adapted to UZPs in accordance with the upcoming PFM Strategy

- UGDP has to a very limited extent addressed UP downward accountability. EALG will focus on strengthening the UP downward accountability and its replication at, and adapted to, the Upazila level.
- EALG will focus on an 'unfinished business' in terms of empowering local women politicians and council members at the Upazila level, which has not been covered by LGSP-III and UGDP.
- EALG will put emphasis on mainstreaming climate change in local plans and schemes of UP. This issue has not strongly address by LGSP-III and UGDP.

Interventions in support of these problem areas above will supplement interventions and results of other donor-funded projects, but each intervention is also a focal area in its own right. Results achievements will not depend on progress made in the other ongoing projects, since piloting and upscaling will take place in direct cooperation with LGD and relevant central government stakeholders

4. PROJECT MANAGEMENT

❑ Cost efficiency and effectiveness

Value for money will be ensured through a combination of transparent and benchmarked competitive purchasing processes for goods and services and a robust monitoring and evaluation framework applied to guarantee inputs and outputs remain relevant and realistic within the time framework of the project to achieve the targets in the outcome sphere. In the economy area savings are envisaged through combined use of resources under a single UN framework in the region with physical infrastructure including offices and services jointly shared between agencies working in pillars 1-3. Government implementation will also offer good value for money with the LGD acting as the implementing partner and providing physical infrastructure and access to the area.

Cost effective metrics will be designed as part of the monitoring framework with annual reviews and periodic benefit to cost ratio analysis tools employed. Price unit monitoring will be applied by using like outputs of UNDP national interventions and external programmes to benchmark deliverables to ensure cost value for money is achieved. On efficiency and effectiveness levels monitoring reviews assessing efficiency and effectiveness are built into the evaluation plan with annual reviews at intervention and outcome and impact levels that will include value for money metrics. On an impact and outcome level these will evaluate the relationship between poverty reduction and the strength of inter-community relations and citizens and citizen/ state trust levels.

❑ Project management

The projects will be Nationally Implemented in accordance with the NEX Manual and adopted by the Economic Relations Division (ERD), Ministry of Finance and UNDP's Programme and Operations Policies and Procedures (POPP)

The Government of Bangladesh, through LGD will ensure direct and transparent administration and management of project funds. Local Government Division (LGD), will be responsible for management and implementation of the project.

The LGD will appoint a National Project Director (NPD) for the project with the responsibility for providing substantive guidance and support in achieving the outputs. It will also engage other Ministries/Department such as Ministry of Finance, Ministry of Women and Children Affairs, Ministry of Youth and Sports, Ministry of Social Welfare, Ministry of Law, Justice and Parliamentary Affairs, Ministry of Public Administration, Planning Commission, Cabinet Division, the major sector ministries etc., as appropriate.

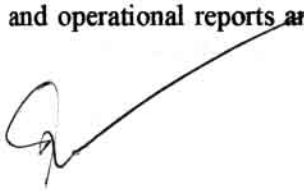
A Project Steering Committee (PSC) will be established for the project. It will be chaired by Secretary of the Ministry of Local Government, Rural Development and Cooperatives (MLGRD&C). PSC will consist of representatives from the Ministries concerned including Finance Ministry, civil society, elected representatives from UP/UZP and development partners. The PSC will be responsible for

policy and strategic guidance, facilitate links with national development initiatives and approve the Annual Work Plans and subsequent budget allocations.

A separate project management unit with hired staff will work closely with UNDP and the LGD. In addition, District Facilitators will work closely with respective Deputy Director, Local Government (DDLG). UNDP will provide support to implementation of National Execution Modality NEX through Direct Country Office Support (DCOS) as agreed in the Annual Work Plan (AWP) r as per "UNDP rules and regulations". UNDP may call upon other specialized UN agencies for additional support where necessary.

The project implementation will adhere to UNDP and the Government's rules and procedures, including UNDPs Standard Operating Procedures for financial management, accounting, auditing and procurement. Provisions for the financial management would be set out in a Standard Administrative Agreement between SDC and UNDP and between DANIDA and UNDP.

UNDP will issue annual financial and operational reports and final certified financial accounts after the termination of the projects.



5. Results Framework

Project Outcome: Local Government Institutions are able to more effectively carry out their mandates including delivery of public services, in a more accountable, transparent, and inclusive manner

The project will contribute to UNDAF Outcome 1, 2 and 3 and CPD outcome 2

CPD Outcome: Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups.

Indicative Output 1.2: National and local government have the capacity to implement urban and rural poverty policies and programmes

Indicative Output 2.3: The Government has the capacity to develop policies and carry out sectoral and geographical interventions in districts where inequality of progress is evident

Outcome indicators:

- Percentage of citizens (disaggregated by men/women, poor/non-poor) satisfied with the services of Upazila Parishads
- Number of UZP that received and monitored local plans and budgets by at least three transferred departments (transparency of local bureaucracy)
- % of Upazila Parishads who adopt public engagement strategies in their planning and service monitoring
- % of women councilors in selected Upazila Parishads who report they can participate effectively in debates and are able to influence council decision making
- % of Upazila Parishads who have improved expenditure against the budget (credibility of budget)

Project title and Atlas Project Number: Efficient and Accountable Local Governance (EALG)

Components 1:	**INCLUSIVE AND ACCOUNTABLE UPAZILA PARISHADS (IAUZP)** Upazila Parishads plan and deliver services in a more effective, inclusive and accountable way through a strengthened governance framework.									
Outputs	**Indicators**	**Data source**	**Baseline**		**Targets**					**Data collection methods and risks**
			value	**Year**	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	
1. UZP Committees strengthened their horizontal coordination and oversight capacity with line departments and upward accountability with	Terms of References (ToRs) for UZP committees approved and introduced into UZP regulatory framework (Number of UZP Committee)	UZP Act 2011	0	2017	2	6	10	14	17	Project MIS Mid-term evaluation (MTE) Final evaluation (FE)
	Tools for UZP service delivery oversight of at least 3 transferred departments piloted and disseminated (Number of tools)	UZP Act 2011	0	2017	0	1	2	3	4	MTE FE

the District Development and Coordination Committee for inclusive, effective and accountable planning and service delivery	Circular for UZP core staff issued and core staff introduced in all selected UZPs. (Number of staff)	UZP Act 2011		2017		1	2	2	3	MTE FE
	Circular with provision for allowances for participation in UZP committee work issued and practised in all selected UZPs (Percentage of Upazila in project areas)	UZP Act 2011	0	2017		10%	20%	30%	40%	MTE FE
	% Upazila undertook initiatives on SDGs localization	LGD Website	0	2017		20%	30%	40%	50%	MTE FE
	# of Upazila for which UZP and local functionaries of at least three transferred departments coordinate their activities at the District Development and Coordination Committee (at least twice a year).	LGD Website	0	2017		20%	30%	40%	50%	MTE FE
2. Upazila Parishad financial management, funding absorption capacity and financial accountability have improved	Public Financial Management (PFM) manual prepared, piloted (Number)	LG	0	2017		01				MTE FE
	Timeliness and regularity of accounts reconciliation by Upazila					50%	60%	70%	85%	MTE FE
	Number of UZP that publish their budget timely									
3. UZP Committees strengthened their downward accountability through inclusive public engagement mechanisms and	UZP Act amended with mandatory UZP committee provision for inclusion of citizens, CSO and local media and practised in all selected UZPs (Number of UZPs and amendment)	Act	0	2017				1		Act

practices.	Open Budget and participatory Planning mechanisms in UP Act piloted, adapted and replicated in UZP Act. (percentage in project area)	Act	0	2017	50%	75%	100%	100%	100%	MTE FE
	All pilot UZPs have active Facebook and Twitter accounts (Percentage in project area)	Website	0	2017	20%	50%	75%	90%	100%	MTE FE
	% percentage of citizens in the selected UZPs are aware of UZP activities and key priorities in the annual budget	CPS	10.83	2015	15%	20%	25%	30%	35%	Citizens Perceptions Survey (CPS)
4. Women Upazila Parishad members strengthened their ability to fulfil their roles and duties in the council work	Percentage of women vice-chair and councilor trained and active in the Women Development Forums and percentage of men councilors sensitized	LGD Website	0	2017		40%	60%	90%	95%	Training Manual Training
	% of UZP schemes implemented under the leadership of women vice-chairs/women councillors	No data		2017		20%	25%	30%	40%	MTE/FE

Intended outcome (UNDAF): Same as above

Outcome indicators:

% of the poor, vulnerable and socially excluded citizens of all the UPs under the targeted 8 districts have access to decision making process.

% of the UPs under 8 districts have institutionalized transparent and accountable service delivery

% of UPs implemented activities related to Climate Change Adaptation (CCA) and Disaster Risk Management (DRM) as stipulated in their development plans

Components 2:	Sustainable and Democratic Union Parishad (SDUP)									
Outputs	**Indicators**	**Data source**	**Baseline**		**Targets**					**Data collection methods and risks**
			value	**Year**	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	
1. Capacity of targeted UPs is significantly strengthened to provide democratic, transparent,	% UPs formed Standing Committees (SCs) and made them functional	CPS	70% (Current areas)	2015	80%	90%	95%	95%	98%	Project MIS CPS

accountable, responsive and pro-poor services	% UPs held Open Budget Session	Not available	95%(Current areas)	2015	50%	60%	70%	80%	95%	MTE, FE
	% UPs ensured participation of poor and marginalized citizens at Ward Shava (Ward level meeting) and Open Budget Session	Not available	NA	NA	20%	40%	60%	70%	80%	MTE, FE
2. UPs are increasingly climate resilient by identifying and prioritizing resilience measures in the UP development plan and their implementation	% of UPs developed local climate resilience plan during the project period	NA	NA	NA		10%	30%	50%	70%	MTE FE
	% of UPs mainstreamed local resilience plan into their 5 year development plan	NA	NA	NA		10%	30%	50%	70%	MTE FE
	% of CCA (Climate Change Adaptation) and DRM schemes implemented by UPs in partnership with CBOs, including youth and marginalised groups	NA	NA	NA		10%	30%	50%	70%	MTE/FE
3. Poor and marginalized citizens, including women, are empowered to make decisions on local development and political participation	% of development schemes at UP level implemented for and by women	NA	NA	NA		10%	15%	20%	30%	MTE/FE
	% of budget allocation by UPs earmarked for women responsive development initiatives	NA	NA	NA		10%	15%	20%	30%	MTE/FE
	% UPs involved and/or worked together with CSOs in organizing social audit	NA	NA	NA		10%	15%	20%	30%	MTE/FE
4.Policy dialogue at national and local level engaging civil society and other stakeholders initiated to promote democratic and accountable service delivery at the local level	Number of policy studies conducted by the government during the project period	NA	NA	NA	1	2	3	4	5	Study reports
	Number of inter-ministerial meeting/dialogue held on issues including fiscal flow to UP, UP taxation and assignment of health and education services to UP	NA	NA	NA	1	2	3	4	5	Meeting Minutes
	Number of policy dialogues with MPs (members of standing committees) on issues including fiscal flow to UP, UP taxation and assignment of health and education services to UP				1	2	3	4	5	Meeting minutes/recommendations

Intended outcome (UNDAF): same as above										
Outcome indicators: A clarification of functional assignments between LGI tiers is established Circulars for an integrated planning system for the UP/UZP/ZP are issued. Circulars are issued in order to overcome challenges of female's participation in the activities of local governance										
Components 3:	**POLICY FOR EFFECTIVE LOCAL GOVERNANCE (PELG)** Policy dialogue addresses functional assignments and division of responsibilities among tiers of LGIs including the coordination with line ministry officers and public engagement strategies.									
Outputs	**Indicators**	**Data source**	**Baseline**		**Targets**					**Data collection methods and risks**
			value	**Year**	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	
1: Functional assignments of UP, UZP and Zila Paishad are clarified for at least three transferred subjects	Detailed options for division of responsibilities among LGI tiers are available and discussed by GoB.					1				Secondary
	Ways and mechanisms of integration and supplementation of UZP plans and plans of transferred departments are identified for more effective service provision.					1				Secondary
	An integrated planning system of UP, UZP and ZP is developed. (District)		0	2017		1	2	3	5	Secondary
	Review of the existing tax collection system of the UP is completed and a new model tax system is developed.							1		Secondary
2. Public engagement strategies of UP/UZP/ZP have become strengthened through overcoming institutional and structural challenges	Dialogues with political parties and policy makers are held to implement the commitment of at least 30% women in political party governance structures	Study	NA		1	2		3	3	Minutes
	Dialogues with the government policy makers are held in order to convince them to initiate legal reforms for improved female participation in the activities of	Meeting minutes	NA		1	2	3	4	5	Minutes

	local governance. (# dialogue)									
	Number of public engagement strategies adopted by LGIs in project areas that ensure the participation of women, ethnic and religious minorities and media in LGIs (% Upazila and UPs)	Strategy	NA			20%	40%	60%	80%	MTE/FE
	Percentage of people from different ethnic group attended in Open budget/Ward Shava		NA			10%	15%	20%	30%	MTE/FE/CPS
3. UP/UZP committees and inter-ministerial coordination committee is strengthened for better performance of LG bodies.	Clarification of the roles and responsibilities of UP and UZP committees including the coordination with line ministry officers	Circulars	0	2017			1			Circulars issued
	Dialogues with the government policy makers are regularly held in the framework of the inter-ministerial coordination committee in order to address priority challenges for effective local service provision	Meeting minutes	NA		1	2	3	4	5	Minutes

*** Data/information gap will be filled-up during the project implementation having Baseline Survey and relevant secondary sources, as required.*

6. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually	Project established M&E System		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Half yearly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project	Annually	Developing Project Annual Report		

	quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The project board will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board will hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Half-yearly	Concerns will be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation				April, 2019	LGD, UNDP	US$ 20,000
Final evaluation				Final quarter of 2021	LGD, UNDP	US$ 30,000

7. Multi-Year (Five Year) Work Plan Budget								
Component 1: Budget and Activity Plan								
Component 1: IAUZP			**Y 1**	**Y 2**	**Y 3**	**Y 4**	**Y 5**	**Total**
Output 1: UZP Committees strengthened their horizontal coordination with line departments and oversight capacity and upward accountability with the District Development and Coordination Committee for inclusive, effective and accountable planning and service delivery	**Activities**	**Modality of Work**						
	1.1 Develop Terms of References (ToRs) for UZP Committees	Local Consultant		**2,174**				**2,174**
	1.2 Issuance of circular to clarify the mandates of UZP Committees	Regular staff						-
	1.3 Prepare guideline for UZP Development and Coordination Committee (UZDCC) aligning with Union Development Coordination Committee (UDCC)	Local Consultant		**4,000**				**4,000**
		Piloting		**16,320**	**16,320**			**32,640**
	1.4 Prepare guidelines for UZP Committee for planning and service delivery to oversight the piloted and disseminated (16 selected UZPs of 8 selected districts)	Local consultant	5,000					**5,000**
		Training for 17 line department officials	16,000	**16,000**	**16,000**			**48,000**
	1.5 Develop policy paper on horizontal coordination and oversight functions of UZP Committees	Local Consultant		**5,000**				**5,000**
	1.6 Organize awareness programme to address SDGs target	Workshop	7,200	**7,200**	**7,200**	**7,200**	**7,200**	**36,000**
	1.7 Action research and guideline development on achieving SDG's target	Studies		**6,000**				**6,000**
	1.8 Annual Workshop for each district on coordination	Workshop at District Level	14,400	**14,400**	**14,400**	**14,400**	-	**57,600**
	1.9 Coordination workshop (once in 4 months 3 in a year) for each district	Workshop at District Level	9,667	**19,333**	**19,333**	**19,333**	**19,333**	**87,000**
	1.10 Organize six monthly review meeting with UZPs at District level	Workshop at District Level	9,000	**18,000**	**18,000**	**18,000**	**18,000**	**81,000**
	1.11 Support UZPs in preparing and publishing annual report	Lump-sump			**10,485**	**10,485**	**10,485**	**31,456**
Sub-total (Output 1)			**61,267**	**108,427**	**101,739**	**69,419**	**55,019**	**395,870**
Output 2: UZP Financial management is strengthened for improved funding	2.1 Develop Public Financial Management (PFM) Manual, PFM software and pilot the PFM manual at UP level	Local Consultant	5,000					**5,000**
		Training for UZP and 17 department officials		**16,000**	**16,000**			**32,000**
		Printing		**5,000**				**5,000**
	2.2 Public Financial Management Specialist (UZPs and UPs)	Local Consultant	24,000	**24,000**				**48,000**

absorption capacity and accountability	2.3 Quality Assurance, Technical Assistance and Monitoring support	Monitoring	36,000	**36,000**	**36,000**	**36,000**	**36,000**	**180,000**
	2.4 Conduct Policy Studies on revenue and financial management system focusing on Upazila fiscal system	Local Consultant		**10,000**				**10,000**
	2.5 Field Monitoring	Field Visit	10,800	**10,800**	**10,800**	**10,800**	**10,800**	**54,000**
Sub-total (Output 2)			**75,800**	**101,800**	**62,800**	**46,800**	**46,800**	**334,000**
Output 3: Downward accountability of the UZP Committees is strengthened through effective and inclusive public engagement mechanisms and practices	3.1 Conduct study to explore the potential of CSOs and Local Media engagement in UZP Standing Committees	Study-Local Consultant	2,000					**2,000**
		Workshop at Central level	2,000					**2,000**
	3.2 Introduction of Service Provision Charter RTI and Service Charter provision in UZP Act promoted	Study-Local Consultant		**6,000**				**6,000**
		Workshop at Central level		**3,000**				**3,000**
	3.3 Support Upazilas in preparing plans with citizen engagement and piloting of open budget session	Annual Public Meeting (3 Years)		**16,000**	**16,000**	**16,000**		**48,000**
		Planning meeting twice in a year (3 Years)		**32,000**	**32,000**	**32,000**		**96,000**
	3.4 Support UZPs in conducting public hearing, media briefing and use of community radio and social media for wider transparency and accountability	Study - Local Consultant		**5,000**				**5,000**
		Public engagement in 16 UZP with 5 new innovations		**10,000**	**10,000**	**10,000**	**10,000**	**40,000**
	3.5 Identify and award the best performing UZPs in project districts	Assessment & Award	10,400	**10,400**	**10,400**	**10,400**	**10,400**	**52,000**
	3.6 Promote citizen awareness on roles and functions of UZPs	Community meeting and development and dissemination of IEC materials	12,000	**12,000**	**12,000**	**12,000**	**12,000**	**60,000**
	3.7 Programme personnel							-
	3.7.1 District Facilitators		150,720	**150,720**	**150,720**	**150,720**	**75,360**	**678,240**
	3.7.2 Capacity Development and Gender Officer		23,580	**23,580**	**23,580**	**23,580**	**11,790**	**106,110**
	3.7.3 Monitoring, Evaluation and MIS Officer		21,240	**21,240**	**21,240**	**21,240**	**21,240**	**106,200**
	3.7.4 Knowledge Management and Communication Officer		21,240	**21,240**	**21,240**	**21,240**	**10,620**	**95,580**
Sub-total (Output 3)			**243,180**	**311,180**	**297,180**	**297,180**	**151,410**	**1,300,130**

Output 4: The ability of Women Upazila Parishads Members to fulfil their role and duties in council work strengthened	4.1 Develop a comprehensive guideline for upscaling of WDFs and disseminate to 551 WDFs in UZP and District level	Regular staff						-
		Printing		5,000				5,000
	4.2 Provide training to UZP Vice Chairs (female) and UP female members on addressing SDGs' targets in planning process	Training/Workshop	10,000	10,000				20,000
				6,400	6,400			12,800
	4.3 Provide training to UZP Vice Chairs (female) and UP female members on addressing various social issues (VAW, early marriage, dowry, etc.)	Training/Workshop	30,000	30,000	30,000	30,000		120,000
	4.4 Provide gender awareness and analysis training for male councilors/representatives from UZP and UP level	Training/Workshop		48,000	48,000			96,000
	4.5 Studies and policy papers on women empowerment	Studies			20,000			20,000
Sub-total (Output 4)			**40,000**	99,400	104,400	30,000	-	273,800
Total Programme Cost -Component 1 (Output 1,2,3,4)			**420,247**	620,807	566,119	443,399	253,229	2,303,800
GMS 8%			33,620	49,665	45,289	35,472	20,258	184,304
Total Budget			**453,866**	670,472	611,408	478,871	273,487	2,488,104

Component 2: SDUP								
Component 2: SDUP			**Y 1**	**Y 2**	**Y 3**	**Y 4**	**Y 5**	**Total**
Output 1: Capacity of targeted UPs is significantly strengthened to provide democratic, transparent, accountable, responsive and pro-poor services	**Activities**	**Nature**						
	1.1 Organize training for weaker UPs on SC, Open budget and planning	Regular staff					-	-
		Printing of guideline/materials		3,300			-	3,300
		Training on Planning and budget (UP Chairs, Sec and members)		162,000	162,000		-	324,000
	1.2 Provide technical assistance to hold Ward Shava and open budget for selected UPs	Support to holding Ward Shava and open budget meeting 240 UPs		72,000	72,000	72,000	-	216,000
	1.3 Promote citizen awareness on roles and functions of UPs	Community meeting and development and dissemination of IEC materials		13,000	13,000		13,000	39,000
	1.4 Piloting and testing of the public financial management software in few UPs	Lump sum		36,000	36,000			72,000
	1.5 Inception workshop on EALG at National level	Workshop/Meeting	12,000					12,000
	1.6 Inception workshop on EALG at District level (8 Districts)	Workshop/Meeting		10,500				10,500
	1.7 Organize orientation workshop on Anti Corruption Act at Upazla level with UP and UZP functionaries	Workshop/Meeting		15,000				15,000
	1.8 Support UPs in preparing and publishing annual report	Publishing Report		18,000	18,000	18,000		54,000
	2.3 Quality Assurance, Technical Assistance and Monitoring support	Monitoring	36,000	36,000	36,000	36,000	36,000	180,000
Sub-total			**48,000**	**365,800**	**337,000**	**126,000**	**49,000**	**925,800**

Component 2: SDUP								
Component 2: SDUP			**Y 1**	**Y 2**	**Y 3**	**Y 4**	**Y 5**	**Total**
Output 2: UPs are increasingly investing in climate resilience by identifying and prioritizing resilience measures in the UP development plan and their implementation	2.1 Training on resilience and climate change adaptation plan	Consultant for developing training manual and material	5,000					5,000
		Printing of training manual and material	5,000					5,000
		Training for 30 UPs in each district for 15 persons		81,000	81,000			162,000
	2.2 Developing and dissemination of communication materials (brief, reports, success stories, etc.)	IEC material		10,000	10,000			20,000
	2.3 Support to develop five-year plan addressing SDGs	Lump sum allocation to 240 Ups	84,000	84,000				168,000
	2. 4 Exposure visits (National and international)	Lump Sum	50,000	50,000				100,000
	2.5 Creating awareness on climate resilience and support climate adoptive measures for vulnerable Ups	Lump sum		20,000	20,000	20,000	20,000	80,000
	2.6 Organize six monthly review meeting with UPs at UZP level	Lump sum		20,000	20,000	20,000	20,000	80,000
Sub-total			**144,000**	**265,000**	**131,000**	**40,000**	**40,000**	**620,000**
Output 3: Poor and marginalized citizens, including women, are empowered to make decisions on local development and political participation	3.1 Organize awareness campaign on women rights and rights of vulnerable people	Awareness Campaign	41,280	41,280	41,280	41,280	41,280	206,400
	3.2 Training for UP women Councilor on gender responsive UP planning & budgeting	Regular staff						-
		Printing of manual and materials		12,000				12,000
	3.3 Training on inclusion of SDGs' issues in their planning process for all women elected representatives of UPs (240 UPs) at Upazila Level	Training		14,400	14,400	14,400		43,200

Component 2: SDUP								
Component 2: SDUP			**Y 1**	**Y 2**	**Y 3**	**Y 4**	**Y 5**	**Total**
	3.4 Training on equity and gender discrimination for UP Councilors (13 each from 240 UPs at UP levels	13 from each UPs of each 8 districts		24,000	24,000	24,000		72,000
	3.5 Communication and dissemination of equality and gender development for training and campaign	IEC material		15,000	15,000	15,000		45,000
Sub-total			**41,280**	**106,680**	**94,680**	**94,680**	**41,280**	**378,600**
Output 4: Policy dialogue at national and local level engaging civil society and other stakeholders initiated to promote democratic and accountable service delivery at the local level	4.1 Baseline		30,000					30,000
	4.2 Policy studies on two LG issues	Local Consultant/Firm		10,000	10,000			20,000
		Printing		5,000	5,000			10,000
	4.3 Workshop on Studies Report	Workshop/Meeting			5,000	5,000		10,000
	4.4 Inter-Ministerial Meeting	Annual Meeting/Workshop		1,000	1,000	1,000	1,000	4,000
	4.5 Midterm evaluation				30,000			30,000
	4.6 Final evaluation						35,000	35,000
	4.7 Communication and Dissemination (Electronic Media)	Telecast			10,000	10,000		20,000
	4.8 Citizens Perceptions Survey (UZPs and UPs)			30,000			30,000	60,000
	4.9 International Study/training (Climate Change, Local Governance and Decentralization)			45,000	45,000			90,000
Sub-total			**30,000**	**91,000**	**106,000**	**16,000**	**66,000**	**309,000**
Total Programme Cost: Component 2 (Output 1,2,3,4)			263,280	828,480	668,680	276,680	196,280	2,233,400
GMS 8% (Estimated)			21,062	66,278	53,494	22,134	15,702	178,672
Total Budget			**284,342**	**894,759**	**722,174**	**298,814**	**211,982**	**2,412,072**

Component 3: PELG			Y1	Y 2	Y 3	Y 4	Y 5	Total
Output 1: Planning and financial system of UP, UZP and Zila Paishad is integrated and supplemented with each other.	**Activities**	**Nature**						
	1.1 Conduct study on exploring potentials and challenges of integration of the UP, UZP, and ZP process	Local Consultant	20,000					20,000
		Report Printing		5,000				5,000
		Workshop/Meeting		2,000				2,000
	1.2 Organize workshop on integrated planning system of UP, UZP and ZP	Regular staff						-
		Workshop/Meeting		8,000				8,000
	1.3 Support to Policy Advisory Group (PAG) Meeting	Meeting	2,000	2,000	2,000	2,000	2,000	10,000
	1.4 Review of the existing tax collection system of the UP	Consultant for reviewing the existing tax system		5,000				5,000
		Developing new model schedule			3,000			3,000
		Workshop/Meeting			3,000			3,000
		Printing of model tax schedule			3,000			3,000
Sub-total: Output 1			**22,000**	**22,000**	**11,000**	**2,000**	**2,000**	**59,000**
Output 2: Public engagement strategies of UP/UZP/ZP have become strengthened through overcoming institutional and structural challenges	2.1 Conduct study on challenges of female members' participation and engagement in the activities of UP/UZP/ZP	Local Consultants		20,000				20,000
	2.2 Workshop on Dialogues with the government and political parties on issue of female's participation in the political process.	Workshop/ Conference		6,750	6,750			13,500
	2.3 Issuance of circulars in order to overcome challenges of women's participation in the activities of local governance.	Regular staff						
	2.4 Series of dialogue on activating Ward Shavas of UPs/Planning meeting of UZPs	Workshop/ Meeting		8,000	8,000	8,000		24,000
	2.5 Development of communication material and dissemination	Firm	5,000	5,000	5,000			15,000
Sub-total: Output 2			**5,000**	**39,750**	**19,750**	**8,000**	-	**72,500**
Output 3: UP/UZP committees and inter-ministerial coordination committee is strengthened for	3.1 Study on roles and responsibilities of line agency committees and UP/UZP standing committees and developing guidelines for clarifying their roles and responsibilities	Local Consultant		20,000				20,000

better performance of LG bodies.	3.2 Organize workshop on roles and responsibilities of line agency committees and UP/UZP standing committees	Regular staff						-
		Workshop/Meeting		5,000	5,000			10,000
Sub-total: Output 3				**25,000**	**5,000**	-	-	**30,000**
Total Programme Cost: (Output 1,2,& 3)			**27,000**	**86,750**	**35,750**	**10,000**	**2,000**	**161,500**
GMS 8% (Estimated on DP fund only)			2,160	6,940	2,860	800	160	12,920
Total Budget			**29,160**	**93,690**	**38,610**	**10,800**	**2,160**	**174,420**

Component 4: Project Management		Budget (US$)					
Output	**Particulars**	Y 1	Y 2	Y 3	Y 4	Y 5	Total
	1. Project Management Staff						
	a. Project Coordinator	69,600	69,600	69,600	69,600	69,600	348,000
	b. Policy and Coordination Specialist	25,200	50,400	50,400			126,000
	c. Finance and Admin Officer	20,040	20,040	20,040	20,040	20,040	100,200
	d. Finance and Admin Associate	18,912	18,912	18,912	18,912	18,912	94,560
	e. Project Assistant / Secretary (2)	21,240	21,240	21,240	21,240	21,240	106,200
	f. Driver	83,820	83,820	83,820	83,820	83,820	419,100
	Sub-total	**238,812**	**264,012**	**264,012**	**213,612**	**213,612**	**1,194,060**
	2. Office Management and Maintenance						
	a. Office rent	18,000	18000	18000	18,000	18000	90,000
	b. Equipment and logistics	20000	3000	2000	1520		26,520
	C. Operation Maintenance Vehicle	19,800	19,800	19,800	19,800	19,800	99,000
	d. Operation Maintenance office & Office equipment, utilities, mobile bill, Internet, Electricity, etc.	32,400	32,400	32,400	32,400	32,400	162,000
	e. Editing Consultant / Reporting support		1000	1000	1000	1000	4,000
	f. Miscellaneous	3000	3000	2000	2000	2000	12,000
	g. Annual Report	1,500	1,500	1,500	1,500	1,500	7,500
	h. Coordination, PSC, PB Meeting and others	4,800	4,800	4,800	4,800	4,800	24,000
	i. Stakeholders and planning meeting	5000	3000	3000	4000		15,000
	j. Travel Local	35,964	35,964	35,964	35,964	35,964	179,820
	Sub-total	**140,464**	**122,464**	**120,464**	**120,984**	**115,464**	**619,840**
	Total Project Management Cost	**379,276**	**386,476**	**384,476**	**334,596**	**329,076**	**1,813,900**
	GMS (8% of Donors fund)	30,342.08	30,918.08	30,758.08	26,767.68	26,326.08	**145,112**
	Total Management Cost	409,618	417,394	415,234	361,364	355,402	1,959,012

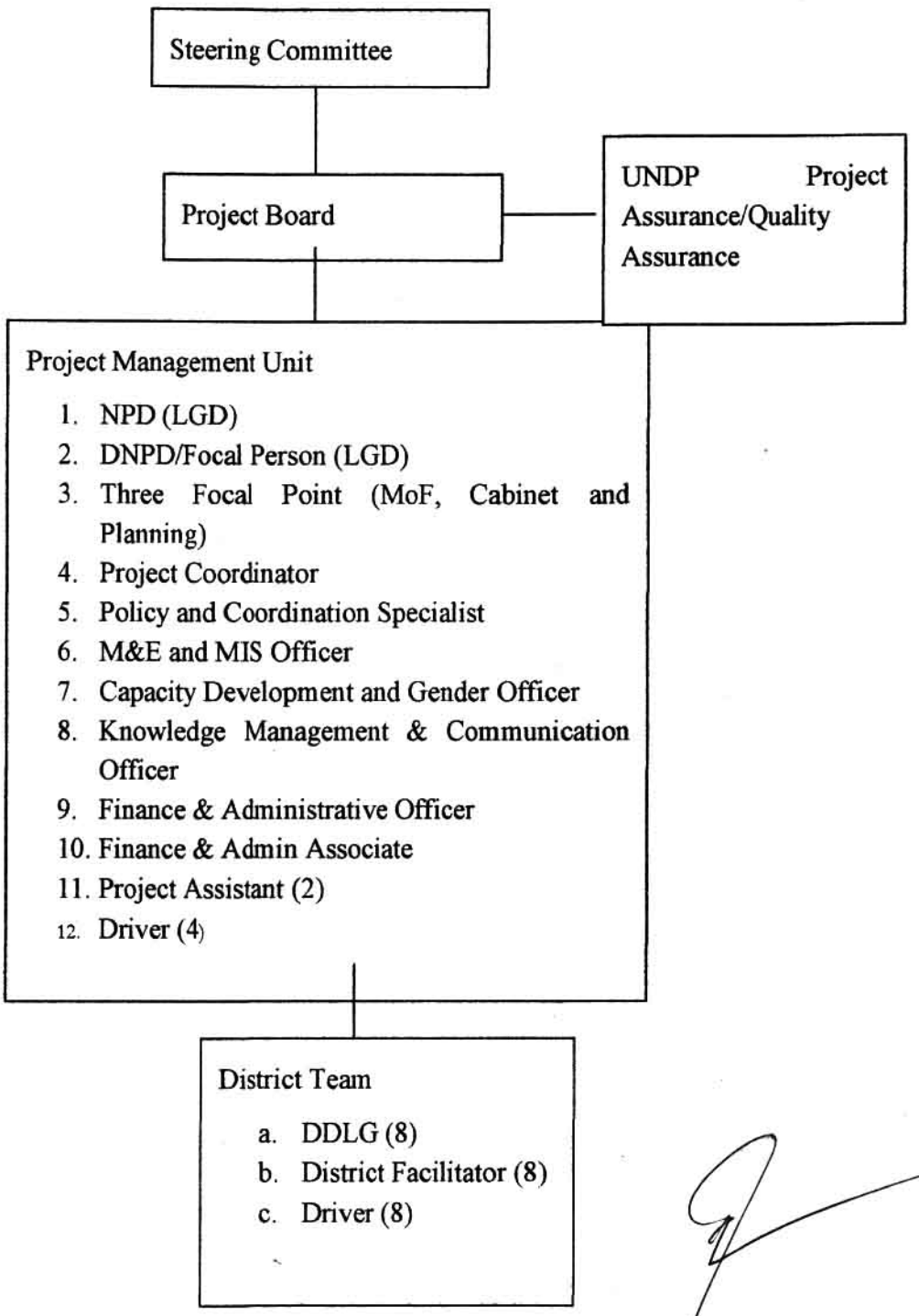
Budget Summary of New Project				
Period from July 2017 to June 2022				
Particulars	Total Budget	Programme Cost	Project Management Cost	Total Budget
	Amount in US$			
Component 1: IAUP	2,488,104	2,488,104	-	2,488,104
Component 2: SDUP	2,412,072	2,412,072	-	2,412,072
Component 3: PELG	174,420	174,420	-	174,420
Component 4 : PM	1,959,012		1,959,012	1,959,012
Total Project Budget	7,033,608	5,074,596	1,959,012	7,033,608
Total Project Budget in %	100%	72%	28%	100%

Budget Summary: Comparison of initial submission and the Revised addressing the recommendations of Inter-Ministerial Meeting					
Particulars	Previous budget USD $	Previous %	Revised budget USD $	Revised %	Remarks
Programme cost (Training, Meeting, seminar & workshop)	1,560,700	22%	2,533,640	36%	Increased
Study research and Consultancy	388,877	6%	223,174	3%	Decreased
IEC & Communication and software development	763,000	11%	955,756	14%	Increased
Personnel cost (Management and Technical)	3,165,123	45%	2,180,190	31%	Decreased
Operations & Maintenance	634,900	9%	619,840	9%	-
GMS	521,008	7%	521,008	7%	GMS will be charged on programme cost ($ 6512600) 8%
Total	7,033,608	100%	7,033,608	100%	

8. Governance and management arrangements

The project will be managed in a manner consistent with the NEX or any future agreement between UNDP and the Government of Bangladesh. Programme management includes the following structures – as illustrated in the figure below.

Project Organization Structure



Steering Committee

The Ministry of Local Government, Rural Development and Cooperatives (MLGRD&C) will be on the overall supervision of the project and the Steering Committee will be chaired by the Secretary, Local Government. The Committee will be responsible for providing policy guidelines to the Program. It will also provide policy advice and guidance to facilitate the link between project activities and national development initiatives. Representatives from the Ministries concerned will be of joint secretary/additional secretary position and not below that level. The recommended memberships of the Steering Committees are as follows:

- Secretary, Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives-Chairperson.
- Director General, MIE Wing, Local Government Division.
- Representatives, Cabinet Division
- Representative from the Planning Commission (Concerned Sector);
- Representative from ERD, Ministry of Finance
- Representative from the Ministry of Finance
- Representative from IMED, Ministry of Planning
- Representative from Law and Justice Division, Ministry of Law, Justice & Parliamentary Affairs
- Representative, Rural Development and Cooperative Division, Ministry of Local Government, Rural Development and Cooperatives,
- Joint Chief, Planning, LGD
- Representative from UNDP
- Representatives from DANIDA
- Representative from SDC
- Representative from NILG
- 1 Representative from NGOs (To be selected by LGD).
- 2 Representative from Association of Union and Upazila Parishad (To be selected by LGD).
- National Project Director as Member Secretary.

The Steering Committee will meet twice a year.

Project Board (PB)

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

-With "Executive" role[15]

- National Project Director, as Chairperson
- Deputy National Project Directors (DNPDs)
- Focal Person (Other ministries which include Finance, Cabinet, Planning)
- Representative from MIE Wing

- With "Supplier" role
  - UNDP representative (in a project assurance role)
- With "beneficiary" role
  -4 UP/UZP/ZP representatives

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

Project Assurance
Delegated by the PB, the Project assurance role will be responsible for carrying out oversights and monitoring functions. This group, comprised by UNDP CO level teams, the role will be to ensure that the project management delivers planned outputs as per the annual work plan on the basis of the monthly, quarterly and annual progress reports. The team will organize monthly reviews with the PEG and other reviews at the level of the PB.

- **Project Implementation Unit**

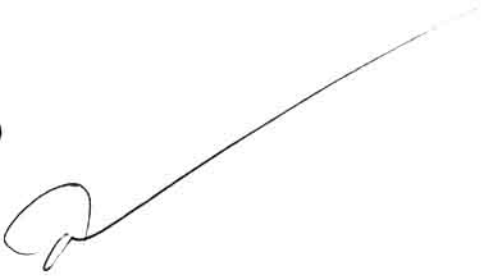
A Project Coordinator will be appointed who will report to the PB and be accountable to the NPD (and UNDP) for day to day activities and provide feedback on any project issues, as and when required. S/he will also remain responsible for overall coordination between project and UNDP and among different teams in achieving planned outputs, producing progress and financial and remain responsible for the effective implementation of the project. The Project Coordinator will remain responsible for delivering the work plans. The PM will be assisted by a number of staff.

The District Facilitation Teams, comprising of government officials at the district level and project-supported technical staff, will ensure implementation of activities listed in different outputs in the selected 16 target Upazilas in 8 Districts.

9. Legal Context and Risk Management

1. Legal Context:
   - √Country has signed the Standard Basic Assistance Agreement (SBAA)
   - Country has not signed the Standard Basic Assistance Agreement (SBAA)
   - Regional or Global project

2. Implementing Partner:
   - √Government Entity (NEX)
   - UNDP (DIM)
   - CSO/NGO/IGO
   - UN Agency (other than UNDP)
   - Global and regional projects



Annex 1: Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIC

1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project): • **3:** The project has a theory of change with explicit assumptions on how the project will contribute to higher level change as specified in the programme's theory of change, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • **2:** The project has a theory of change related to the programme's theory of change. It has explicit assumptions that explain how the project intends to contribute to higher level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • **1:** The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme's theory of change. The project document does not clearly specify why the project's strategy is the best approach at this point in time. *Note: Management Action or strong management justification must be given for a score of 1	3 2 1	**Evidence**
2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project): • **3:** The project responds to one of the three areas of development work[16] as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas[17]; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. *(all must be true to select this option)* • **2:** The project responds to one of the three areas of development work[1] as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true to select this option)* • **1:** While the project may respond to one of the three areas of development work[1] as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.	3 2 1	**Evidence**

[16] 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

[17] sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

RELEVANT	
3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project): • **3:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups regularly through project monitoring. Representatives of the targeted group/geographic areas will contribute to project decision-making, such as being included in the project's governance mechanism (i.e., project board.) *(all must be true to select this option)* • **2:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised, and are engaged in project design. The project document states clearly how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. Collecting feedback from targeted groups has been incorporated into the project's RRF/monitoring system, but representatives of the target group(s) may not be directly involved in the project's decision making. *(all must be true to select this option)* • **1:** The target groups/geographic areas do not prioritize excluded and/or marginalised populations, or they may not be specified. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. *Note: Management Action must be taken for a score of 1	3 | 2 1 *Select (all) targeted groups: (drop-down)* **Evidence**
4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project): • **3:** Knowledge and lessons learned backed by credible evidence from evaluation, analysis and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • **1:** There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. *Note: Management Action or strong management justification must be given for a score of 1	3 | 2 1 **Evidence**
5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project): • **3:** A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)* • **2:** A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)* • **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. *Note: Management Action or strong management justification must be given for a score of 1	3 | 2 1 **Evidence**
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project): • **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true to select this option)* • **2:** Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation	3 | 2 1 **Evidence**

have not been considered, despite its potential relevance. *Note: Management Action or strong management justification must be given for a score of 1	
SOCIAL & ENVIRONMENTAL STANDARDS	
7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project): • 3: Credible evidence that the project aims to further the realization of human rights, specifically upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously assessed and identified with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true to select this option)* • 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget. • 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. *Note: Management action or strong management justification must be given for a score of 1	3 | 2 1 **Evidence**
8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project): • 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true to select this option).* • 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. *Note: Management action or strong management justification must be given for a score of 1	3 | 2 1 **Evidence**
9. If the project is worth $500,000 or more, has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? Select N/A only if the project is worth less than $500,000. [if yes, upload the completed checklist]	Yes | No N/A
MANAGEMENT & MONITORING	
10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project): • 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. *(all must be true to select this option)* • 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. *(all must be true to select this option)* • 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. *Note: Management Action or strong management justification must be given for a score of 1	3 | 2 1 **Evidence**
11. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?	Yes (3) | No (1)
12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project): • 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true to select this option).* • 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true to select this option)*	3 | 2 1 **Evidence**

• 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. *Note: Management Action or strong management justification must be given for a score of 1	
13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project): • 3: Project risks fully described in the project risk log, based on comprehensive analysis which references key assumptions made in the project's theory of change. Clear and complete plan in place to manage and mitigate each risk. *(both must be true to select this option)* • 2: Project risks identified in the initial project risk log with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. *Note: Management Action must be taken for a score of 1	3 | 2 1 **Evidence**
EFFICIENT	
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.	Yes (3) | No (1)
15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)	Yes (3) | No (1)
16. Is the budget justified and supported with valid estimates?	Yes (3) | No (1)
17. Is the Country Office fully recovering its costs involved with project implementation?	Yes (3) | No (1)
EFFECTIVE	
18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project): • 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. *(both must be true to select this option)* • 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. *Note: Management Action or strong management justification must be given for a score of 1	3 | 2 1 **Evidence**
19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination? • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analyzed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • 2: Some evidence that key targeted groups, prioritizing marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analyzed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.	3 | 2 1 **Evidence**
20. Does the project have explicit plans for evaluation or other lesson learning, timed to inform course corrections if needed during project implementation?	Yes (3) | No (1)
21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of "no"	Yes (3) | No (1) **Evidence**
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):	3 | 2 1

• 3: The project has a realistic work plan & budget covering the duration of the project *at the activity* level to ensure outputs are delivered on time and within the allotted resources. • 2: The project has a work plan & budget covering the duration of the project at the output level. • 1: The project does not yet have a work plan & budget covering the duration of the project.	**Evidence**
SUSTAINABILITY & NATIONAL OWNERSHIP	
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): • 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners.	3 | 2 1 **Evidence**
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): • 4: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. • 3: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy. • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • 0: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.	4 | 3 2 | 1 0 **Evidence**
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3) | No (1)
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	Yes (3) | No (1)

ANNEX [#]. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the Social and Environmental Screening Procedure and Toolkit for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Efficient and Accountable Local Government (EALG)
2. Project Number	
3. Location (Global/Region/Country)	Country

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project has been designed to strengthen the Local Governance System in Bangladesh. The Local Government has been playing a vital role to meet the basic needs of the people. This project will work to enhance transparency and accountability in local decision making process. This project will contribute to protect the rights of the most vulnerable people in the community through enhancing their knowledge.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

This project will strengthen efforts to promote women members through peer networking and targeted capacity building initiatives. Strengthening of the Women Development Forum (WDF) will get special attention in accordance with recommendations rendered for current support. The mandate of WDF will be revisited to strengthen the focus on council work rather than implementation of development schemes in parallel to schemes adopted in the UZP development plans.

Special attention will also be rendered to the role and promotion of women Vice Chairs and guidance for women council members, including reserved seats, in the conduct of council and committee work. The support will pilot practise-based training and develop a tailored training curriculum, which can be up scaled through NILG. In addition, MoU will also be signed with different projects working on the issue of women's political empowerment, including SDC financed *Aparajita* project to learn best practise lessons from them to accommodate in this project.

Briefly describe in the space below how the Project mainstreams environmental sustainability

This project will take steps to adopt innovative and accountable actions by Local Government Institutions, including engagement with marginalized/vulnerable groups to address emerging challenges in areas such as climate change.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Comments***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***
No risk identified	I = P =			
	I = P =			
	I = P =			
	I = P =			

QUESTION 4: What is the overall Project risk categorization?		
Select one (see SESP for guidance)		**Comments**
Low Risk	☐	
Moderate Risk	☐	
High Risk	☐	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
Check all that apply		**Comments**
Principle 1: Human Rights	☐	
Principle 2: Gender Equality and Women's Empowerment	☐	
1. Biodiversity Conservation and Natural Resource Management	☐	
2. Climate Change Mitigation and Adaptation	☐	
3. Community Health, Safety and Working Conditions	☐	
4. Cultural Heritage	☐	
5. Displacement and Resettlement	☐	
6. Indigenous Peoples	☐	
7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Signature	*Date*	*Description*
QA Assessor	2 March, 2017	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair, may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		**Answer (Yes/No)**
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [18]	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g.*	No

[18] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.	
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[19] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[20]	No

[19] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

[20] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

ANNEX III. RISK ANALYSIS

(i) Inclusive and Accountable Upazila Parishads (IAUZP)

Relevant Risk Analysis	Risk Specific to this Engagement	Mitigation
Programmatic – The most critical aspect of the interventions concerns the ability of the government and engage broadly with central stakeholders (the Cabinet, line ministries, finance, etc.)	Some of the potential conflict prone areas of the proposed project are the advisory role of the MPs towards UZPs and the role of UNOs vis a vis the specialists cadres.	Discussions will be held with political parties to sensitize them about the role of MPs in the UZPs. Measures will be employed to manage relations with national authorities to ensure confidence in activities and adequate reach out. UNDP has a plan to bring all ministries, including finance under the leadership of Cabinet division in order to overcome any possible risk in this regard.
Fiduciary – Low level fiduciary risk	In the proposed project, there will be very low amounts of money that would be disbursed for procurement and transaction. Thus, the fiduciary risk will be very low.	All procurements and transactions are done according to established UN procurement rules as well as Public Procurement Rules of the Government of Bangladesh. This will reduce the possibility of corruption in the implementation process.
Institutional – 'Vested interest' and 'system inertia' in the intervention process.	The intervention may challenge vested interests and encounter 'system inertia' or even resistance in the process E.g. the clarification of role and responsibilities of UZP committees vis-a-vis the line officers could carry some risks as it may include discussions on deconcentrating decision making and resource envelopes from line ministries to the Upazila line departments and the UZPs and more efficient deployment of extension staff to work with UPs.	Rapport building with political parties through series of discussions. Rapport building with the Cabinet division with an intention to encourage them to play a lead role in ensuring corporation of line ministries.
Institutional – UP Elections	Local elections will take place during project implementation and may impact on project results. One risk is the possibility of disruptions due to the election process, which may impact adversely on	Results can be sustained through the adopted project strategy of piloting, then institutionalizing capacity building and upscaling results through legal change, training delivery through IPF and

Relevant Risk Analysis	Risk Specific to this Engagement	Mitigation
	project progress. Moreover, change of councilors because of the elections, may affect local capacity building by the projects.	NILG; etc. Moreover, with the active support from CSOs, citizens group, UNOs, DLG/DDLGs and local authorities, the project staff will quickly build rapport with the UZP office bearers.
Operational - Risk of duplication of efforts and missed synergies.	There is a risk of duplication of efforts and missed synergies in relation to other donor-funded support (LGSP III of the World Bank and UDGP of JICA) in local governance.	The selection of interventions is done to avoid such duplications up front and to supplement ongoing support, but some of the interventions has to be closely coordinated with other projects such as the support to PFM in Upazilas, which need to link to the UGDP interventions in PFM.
General – Unstable political situation may hinder smooth implementation of the programme	There may be civil and political unrest in the project areas potentially endangering the staff and stakeholders and threatening damage of project assets and equipment	Operating procedures are in place to monitor security in work areas and control staff deployment and manage equipment accordingly. Besides, UNDP had adopted alternative work modalities and communication through Skype and cell phone to maintain the momentum of implementation during the political unrest in 2013. The same approach will be adopted, if there is unrest situation
Natural disasters (floods, cyclones, earthquakes, etc.) may occur during project implementation	Some activities might be delayed; staff of the project might be endangered or diverted to emergency disaster relief	Monitor the weather and inform the work teams and beneficiaries of risks. Have a communication system in place.
Financial: Forex losses, shortage of fund	Forex losses may hamper some activities.	Adjustment of planned activities will be done and duration of project will be curtailed

(ii) Sustainable and Democratic Union Parishads (SDUP)

Relevant Risk Analysis	Risk Specific to this Engagement	Mitigation
Programmatic – There is a low risk of overlapping and/or duplication of effort with other donor funded projects like LGSPII (upcoming LGSPIII) funded by the World Bank, etc.	Some of the areas of the proposed programme like capacity development, grants, women development, etc. have potential for overlapping with projects like LGSP.	UNDP has considerable experience of mitigating these risks through signing of joint cooperation framework involving LGD and donor partners in the one hand and working in close collaboration with projects like LGSP II/III on the other will reduce such risks.
Fiduciary – Low level fiduciary risk	Corruption is a wide spread issue and problem in Bangladesh; this engagement has a considerable number of procurements and good amount of money transactions.	It will be ensured that all the procurement and transaction of money are done in line with the established UN procurement rules as well as Public Procurement Rules (PPR) as appropriate; these rules have strong mechanism to prevent corruption and/or misappropriation.
Institutional – Public financial management	The growing quantum of resources being managed by Union Parishads also brings in low public financial management risks.	Financial management training has been designed in the proposed programme to improve the capacities of key Union Parishad personnel. There will be introduction of accounting software to reduce the possibilities of errors and allows for validation & supervision.
Institutional – UP Elections	The UP elections have been held in 2016. There is a completely new set of leadership. Orienting the vast number of newly elected UP leaders could be a daunting task. There are also local political economic challenges like rival leadership, political opponents of the elected leaders may pose a threat in smooth running of the project.	With the active support from UNOs, DLG/DDLGs and local authorities, the project staff will quickly build up rapport with the UP office bearers. Moreover, engagement with community organizations and UP ward members, and the ward residence would further ease the process of engagement.
General – Unstable political situation may hinder smooth implementation of the programme	There may be civil and political unrest in the project areas potentially endangering the staff and stakeholders and threatening damage of project assets and equipment	Operating procedures in place to monitor security in work areas and control staff deployment and manage equipment accordingly. Besides, UNDP had adopted alternative work modalities and communication through

Relevant Risk Analysis	Risk Specific to this Engagement	Mitigation
		Skype and cell phone to maintain the momentum of implementation during the political unrest in 2013. The same approach will be adopted, if there is unrest situation
Natural disasters (floods, cyclones, earthquakes, etc.) may occur during project implementation	Some activities might be delayed; staff of the project might be endangered or diverted to emergency disaster relief	Monitor the weather and inform the work teams and beneficiaries of risks. Have a communication system in place.

(iii) Policy for Effective Local Governance (PELG)

Relevant Risk Analysis	Risk Specific to this Engagement	Mitigation
Programmatic- Getting access to the central policy makers	PELG will require constant communication with the central bureaucratic as well as political leadership, but difficult access to those leaderships might be a potential threat to the implementation of the PELG.	Since the project will be implemented through LGD, it is expected that bureaucracy and political leadership will show a positive intent in providing support to the project.
Institutional-Bringing Structural changes	PELG aims at bringing some structural changes at the institutional level (in case of women's participation, Ward Shava). Thus, there might be some potential threat from the policy makers as well as stakeholders.	All out efforts will be given to build confidence with the LGD, Cabinet division, ministry of finance and other related ministries along with political leaders. UNDP has considerable experience of mitigating these types of risk In order to justice the need for changes, different studies will be conducted. Then, series of discussion sessions will be held with the policy makers and stakeholders to convince them about the required changes.
General- Political unrest	A potential threat may arise from the civil and political unrest that may jeopardize different activities including conducting filed work of different studies, organizing seminars/workshops and discussion session with the political actors.	Alternative wok modalities and communication through Skype and cell phone to maintain the momentum of implementation during political unrest will be followed. UNDP followed such approach during political unrest in 2013.

Annex IV

Micro Assessment

Of the

Local Government Division (LGD)

Executive Summary

Local Government Division (LGD) of the Ministry of LGRD&C, Government of the People's Republic of Bangladesh is a central government organ representing the 1st tier of public administration. An assessment of its overall financial management and procurement capacity reflects that there is very low risk in transferring cash resources by development partners to LGD for undertaking development activities. It operates within the framework of national budgetary system. The Division is adequately staffed and Staff skills are quite high to demonstrate competency and efficiency in the management of resources. Banking channels are used for fund inflow and disbursement, monitoring of which is conducted through monthly bank reconciliation statement. The government's accounting, reporting, monitoring and auditing systems are used to ensure accountability and transparency in the utilization of resources. The financial management systems are adequate for data capture and reporting needs and to ensure their reliability and propriety. The Supreme Audit Institution (SAI) of the country conducts annual audit following SAI standards in conjunction with ISAs. Audit observations are timely followed up and there is no historical record of long pending audit issue. The result of the assessment described above is well reflected in the following table:

	Total number of risk points	Total number of applicable questions	Overall risk assessment	Comments
1. Implementing agency:	**4**	**4**	**1.0**	Low
2. Funds flow:	**6**	**6**	**1.0**	Low
3. Organizational structure and staffing:	**11**	**10**	**1.1**	Low
4. Accounting policies and procedures:	**48**	**46**	**1.04**	Low
5. Internal audit:	**9**	**5**	**1.8**	Moderate
6. Financial audit:	**8**	**7**	**1.14**	Low
7. Reporting and monitoring:	**6**	**6**	**1.0**	Low
8. Information systems:	**5**	**5**	**1.0**	Low
9. Procurement:	**41**	**35**	**1.17**	Low
Total:	**138**	**124**	**1.11**	Risk level is low in case of cash. transfer to LGD

1.0 Background

The Local Government Division (LGD) is the most important organ of the Ministry of Local Government, Rural Development and Cooperatives (LGRD&C). It is responsible for all matters relating to administration, financing, regulation, monitoring and inspection of authorities established

for Local Government including the Local Government Institutions like City Corporation, Zila Parishad, Paurasava, Upazila Parishad, Union Parishad, Local Government Engineering Department (LGED), Department of Public Health Engineering (DPHE), Water Supply and Sewerage Authorities (WASA) and National Institute of Local Government (NILG).

2.0 Mission

Its mission is to improve the standard of living of the people by strengthening local government systems and institutions, developing rural and urban infrastructure and implementing activities for social, economic and human development for enhancing quality of citizen's life, including matters relating to rural water supply, sanitation and sewerage management.

3.0 Medium-term strategic objectives

The specific functions of LGD are drawn from its medium-term strategic objectives articulated as strengthening governance at the local level, developing of rural roads and other rural infrastructure, prioritising participation of women in development activities, providing safe water supply and sanitation facilities to all, improving the living standard of slum dwellers and their environment, ensuring compulsory registrations of births, adopting appropriate expansion and equitable distribution policy of small scale water resources for the poor, efficient solid waste management, and ensuring planned urbanization.

4.0 Management

The management of the Division is vested to a team of 205 officials and staff at the apex. The administrative set-up is represented by 205 positions headed by one Secretary, five Additional Secretaries, one Director General, three Joint Secretaries, ten Deputy Secretaries, two Directors, one Deputy Chief, one System Analyst, thirty-three Senior Assistant Secretary/Assistant Secretary/Senior Assistant Chief/Assistant Chief and other staffs. The Secretary is the administrative Chief as well as the Principal Accounting Officer of the Division. Each of the administrative Units (City Corn., ZP, Paurasava, UZP, UP, LGED, DPHE, WASA, NILG) under this Division has its own administrative framework.

5.0 HACT and Micro Assessment

The Harmonized Approach for Cash Transfer (HACT) was introduced in 2005 across the Funds and Programmes that make up the United Nations Development Group Executive Committee (ExCom). The main purpose of micro assessment on the IP is to assess the financial management capacity (i.e. accounting, procurement, reporting, internal controls, etc.) and to determine the overall risk rating and assurance activities. The HACT is aimed at improving Implementing Partner's (IP) capacity to manage resources, mitigate risks related to fund management by reducing transaction costs and increasing overall effectiveness. Simplification and harmonization of rules and procedures used by agencies and participating institutions has been prioritized in the practice note. Its introduction has proved more challenging than was anticipated, but progress has been made and still making through innovative approaches adopted by country offices. Assessment of capacities of national institutions thus has been linked with improvement in aid governance and HACT.

The Micro Assessment is one of the key elements of the Harmonized Approach for Cash Transfer (HACT) to Implementing Partners (IP). The assessment is expected to provide an overview of the strengths and weaknesses of the *financial management* and *procurement* system of the partner institution(s) reflecting the management of *funds flow, organization and staffing, accounting policies and procedures, internal audit and internal controls, financial audit, reporting and monitoring, and information system.* The result of the assessment generally leads to a conclusion according to the different level of risks associated with management of cash. It is viewed as a component of the standard overall assessment of an IP, in addition to other available sources of information. Four categories of risks are referred in HACT guidelines which are defined as follows:

5.1 High – having high likelihood of occurring and a potentially negative impact on IP's ability to execute the programme in accordance with the work plan and stated objectives;

5.2 Significant – having either a significant likelihood of occurring and a potentially negative impact on IP's ability to execute the programme in accordance with the work plan and stated objectives;

5.3 Medium – having a moderate likelihood of occurring and a potentially negative impact on IP's ability to execute the programme in accordance with the work plan and stated objectives;

5.4 Low – having a low likelihood of occurring and a potentially negative impact on IP's ability to execute the programme in accordance with the work plan and stated objectives;

6.0 Methodology

The assessment is conducted based on a checklist and questionnaire provided in HACT guidelines. The assessment includes review of secondary documents pertaining to LGD budget, allocation of funds, expenditure reports, financial statements, audit reports and regulations, rules and procedures established in the government for financial management and procurement in the Division. It also requires one or more visit to IP, interview with competent IP personnel to *complete* the *Micro Assessment Questionnaire* and to gather an overall understanding of IP's experience and lessons with regard to the implementation and management of programmes/ projects that are funded by official development assistance (ODA) in general, and technical assistance in particular. It may be worth mentioning here that UNDP has already an experience of 10+ years of project management relationship with LGD. The UNDP budget for the current programme cycle is about $173.2 Million for improving the local governance; development and management of local infrastructure for increasing farm/non-farm production. A 4 scale point (High represented by 4 and Low represented by 1) based approach is used to determine the overall risk assessment for a subject matter section of the questionnaire that correlate with the level of risk.

The assessment therefore, consists of:

- Review of relevant secondary documents;
- Interview with IP personnel;
- Site visit;
- Dissemination of results of the MA Questionnaire with officials of the agency, the IP and the HACT focal point.

The micro assessment is viewed as a component of the standard overall assessment of an IP, in addition to other available sources of information.
The final fill-in questionnaire and brief report with an executive summary of the overall risk rating, identification of any specific risk, if any, form the outcome of the micro assessment.

7.0 Financial Management and Procurement

The financial management of a business process representing any type of entity (government, autonomous, non-government organizations, private enterprise) represents budgeting and allocation, accounting, reporting, internal controls and audit. Each type of business process follows its own practices drawn from regulations, rules and procedures established through different Acts and mandates from competent sources. The LGD is one of the divisions of the central government and thereby follows government systems and processes for its financial management and procurement. The Medium-Term Budget Framework (MTBF) and Public Procurement Rules (PPR) are being used in LGD for the management of its budget and procurement across the board. The Integrated Budget and Accounting System (iBAS) with designated budget classification and Chart of Accounts (CoA) is being used for public financial management across all institutions and authorities under LGD.

8.0 Financial Management Capacity of LGD

8.1 LGD as *Implementing Partner*

The Local Government Division of the Ministry of LGRD&C is a statutory organ of the central government. It is working with United Nations agencies and other Development Partners since its inception as a division. It is a fully compliant central government division within the framework of statutory reporting requirements for financial and physical performance under the Parliamentary oversight system. As per available information LGD does not have any pending legal issues. The overall risk point is 1.

8.2 *Funds Flow*

The LGD operates within the framework of GoB budgetary process. It is the budget holder under the annual budget system with a resource ceiling under MTBF. It is responsible for the management of fund through Treasury system representing government allocation and external assistance. The LGD is satisfactorily managing its budget and funds, including parallel and counterpart fund, without any major constraint through LG institutions and authorities and other sub-implementing agencies like CSOs, NGOs and Private sectors within the framework of standard reporting and monitoring system. The overall risk point is 1.

8.3 *Organizational Structure and Staffing*

The budget and accounting functions of the LGD are managed by trained and qualified staff at different levels. The budget and allocation function is managed at LGD with its dedicated staff in the budget branch. The accounting function is the responsibility of the Chief Accounts Officer (CAO) – a designated Audit and Accounts Cadre officer under the auspices of the Controller General of Accounts (CGA). The CAO's office is populated with adequate trained accounting staff with desired level of competency. Training facilities for skill development and enhancement of competency is available, but retention of the trained staff is a concern. The officials and staff of both budget branch and the office of CAO are familiar with DP's, including UN (not HACT) financial disbursement and reporting procedures. Although vacancies in these offices are quickly filled-up, generally it does not impact the work flow within the Division. Staff turnover and rotation are less frequent in these areas. The government has a background verification checks on all new appointments irrespective of cadre or profession and also has a defined internal control framework consistent with international standard. The overall risk point is 1.1.

8.4 *Accounting Policies and Procedures*

The integrated budget and accounting system (iBAS) established by the Government of Bangladesh is practiced in all the ministries, divisions and departments across the government. The LGD is no exception. The current system allows for budget entry according to budget classification and the Chart of Accounts (COA), allocate the budget, amend the budget, report against that budget and compare it with actual data (generated by accounting reports) that relate to the budget. The budget shows allocation by departments/agencies and operational units and again by nature of activities (Non-development and Development).

The accounting system based on internationally accepted policies, principles and standards, allows transaction records against COA, validate against that COA and budget held against that Chart, captures all budget related actual expenditure and manages reports accordingly. The system of maintaining general ledger, subsidiary ledger, cash book, bank reconciliation statement, cash management reports is automated and made functional. All procurement activities from requisition through to payment for goods, classification of goods into inventory/assets, safeguarding of assets, credit management with vendor details, other implementing partners' reporting and monitoring, commitment accounting, fund checking,

revenue and debt management, reporting and COA management are processed through the system.

So far, the iBAS proved effective and efficient enough to reflect significant improvement in fiscal accountability and transparency in the use of public fund by connecting resource allocation to performance and feeding results back into policy making, strategic planning and budgeting. The system facilitated timely capturing, processing and reporting of transaction data in the appropriate manner with necessary internal control mechanism within the system.

The general financial rules (GFR), treasury rules, budget classification, chart of accounts, reporting mandates and all other reform measures are undertaken as part of system upgrading some of which are implemented in LGD. The overall risk point is 1.04.

8.5 *Internal Audit*

The internal audit system within the government, including PMO, seems to be quite weak. Financial audit policies are generally followed for internal audit. The internal audit is generally vested with the PMO staff representing non-accounts cadre. But, there is a system of pre-audit undertaken by CGA staff which may be considered as some kind of internal audit. There is lack of competency and independence in their roles and authority. There is routine checks and balance in the allocation, sanction and disbursement process in order to ensure that public funds are being used for the purposes they are intended. The overall risk point is 1.8.

8.6 *Financial Audit*

The PMO and its financial statements, including those of its institutions and authorities are subject to annual audit by the office of the Comptroller and Auditor General (C&AG) – the Supreme Audit Institution (SAI) of the country. The audit is conducted regularly in accordance with the plan prepared by the respective Audit Directorate of the C&AG. The Standards of the SAI in conjunction with the ISAs are generally followed in the conduct of statutory audit for government entities. There is no historical record of accountability issue with PMO financial audit although delayed settlement of audit observations is one of the concerns for the Division. The overall risk point is 1.14.

8.7 *Reporting and Monitoring*

The financial and physical progress reports of PMO and its institutions and authorities are regularly prepared in a timely manner at the end of each financial year. Monthly reports on financial and physical progress are generated based on disbursement and analysis of progress. Key Performance Indicators (KPIs) are established against related strategic objectives and they are regularly measured in terms of output indicators and targets. These reports are used for budget management and monitoring of allocation and expenditure management. The budget management committee reviews the financial and physical progress in terms of budget and actual disbursement and exercise necessary control over the use of funds within the resource ceiling. This process assists the Division in building the next year's budget estimate and allocation of resources for most effective use. The overall risk point is 1.

8.8 *Information Systems*

The PMO uses iBAS platform as part of GoB's ongoing upgrading of the budget and accounting system. The iBAS platform provides a computer-based financial management system with necessary control at different levels and provision for data security, confidentiality, integrity and availability. All relevant financial reports are generated from the system with great improvement in speed of reporting, sanctioning and enhancement in control. The concerned PMO and CGA staff have been trained to use the system and maintain it with necessary adaptation. The overall risk point is 1.

8.9 *Procurement*

The PMO uses Public Procurement Act (PPA) 2006 and PPR 2008 in all procurement related activities across the board irrespective of sources of fund (GoB fund or funds from DPs). It is flexible in term of allowing the use of DP's (UN for example) rules in special circumstances although PPR provides specific code of procurement ethics to ensure fair and impartial mechanism in all respects, including exception management. The committee system is followed as a standard in every step of procurement process to ensure wider participation by stakeholders in decision making. The standard practices in procurement seem to be followed to ensure transparency and competitiveness. There are systems of procurement announcement on-line, but procurement reporting and monitoring are yet to be brought under on-line system. The overall risk point is 1.17.

9.0 Significant risk area, if any, and Recommendations

Risk area

Internal audit is one of the important components of financial discipline within an organization. A good internal audit system provides the foundation of internal control framework. A very weak and casual internal audit system is one critical area in IP's financial management system. Initiative may be taken to implement standard internal audit system in the Local Government Division.

Recommendation on HACT

The existing practice of direct cash transfer at quarterly interval and a combination of direct payment and reimbursement may continue.

Micro Assessment Questionnaire (filled-in)

Implementing Agency: **Local Government Division (LGD), Ministry of LGRD&C**

Date: **31.08.2014**

Instructions: This questionnaire contains various questions related to nine subject areas, summarized further below. Please answer each question by indicating your response as 'Yes', 'No' or 'N/A' (for 'not applicable'). Also, use the 'Comments' section next to each question to provide details of your assessment or to highlight any important matters. This document will be referenced subsequently by the agency when performing additional assurance activities related to the IP. Sufficient details should be provided in this document for the agency to understand the details of each response.

Assign a risk rating (high, significant, moderate or low) for each question based on the response obtained. (For example, if the question addresses an item that should ideally be marked 'Yes' but was marked 'No', it should be assessed for the level of risk it presents to the IP's financial management system). Assigning risk ratings to each question requires judgment by the assessor as to how the response will affect the IP's financial management system. The risk ratings to be used are:

- ***High*** – Response to question/subject matter provides a risk to the overall financial management system that has both a high likelihood of occurring and a potentially negative impact on the IP's ability to execute the programme in accordance with the work plan[21] and stated objectives. Additionally, this risk has not been mitigated by any other controls/process that have been implemented by the IP;

[21]Agency work plans can be annual, multi-year, rolling or joint

- ***Significant*** – Response to question/subject matter provides a risk to the overall financial management system that has either a significant likelihood of occurring or a potentially negative impact on the IP's ability to execute the programme in accordance with the work plan and stated objectives;

- ***Medium*** – Response to question/subject matter provides a risk to the overall financial management system that has a moderate likelihood of occurring and a potentially negative impact on the IP's ability to execute the programme in accordance with the work plan and stated objectives; or

- ***Low*** – Response to question/subject matter provides a risk to the overall financial management system that has a low likelihood of occurring and a potentially negative impact on the IP's ability to execute the programme in accordance with the work plan and stated objectives.

To determine the overall risk assessment for a subject matter section (e.g., Section 1. Implementing Partner), points are assigned that correlate with the level of risk. The points assigned to each question should be totaled and averaged based on the number of questions in the subject matter section. Questions that are not applicable to the IP (marked as 'N/A') should not be assigned a risk rating and should be removed from the total number of questions for the calculation. Points should be assigned as follows:

- H – High risk:4 points
- S – Significant risk: 3 points
- M – Moderate risk: 2 points
- L – Low risk: 1 point

The average number of points calculated should then be compared to the points rating above and assigned a corresponding risk (i.e., an average of 2.0 would indicate a moderate risk rating for the subject matter section). Numbers should be rounded as follows:

- 0.1 to 0.49: Round down to the closest whole number (i.e., an average of 3.3 would be rounded down to 3.0. indicating a 'significant' risk rating);

- 0.5 to 0.99: Round up to the closest whole number (i.e., an average of 1.99 would be rounded up to a 2.0, indicating a 'moderate' risk rating).

The same process should be followed for determining the overall risk assessment for the IP once the checklist has been completed

Summary of Risks Related to the Financial Management Capacity of the Implementing Partner				
Tested subject area (see subsequent pages for details of each subject area summarized below)				
	Total number of risk points	**Total number of applicable questions**	**Overall risk assessment**	**Comments**
1. Implementing partner:	**4**	**4**	**1.0**	Low
2. Funds flow:	**6**	**6**	**1.0**	Low
3. Organizational structure and staffing:	**11**	**10**	**1.1**	Low
4. Accounting policies and procedures:	**48**	**46**	**1.04**	Low
5. Internal audit:	**9**	**5**	**2.0** (1.8)	Moderate
6. Financial audit:	**8**	**7**	**1.14**	Low
7. Reporting and monitoring:	**6**	**6**	**1.0**	Low
8. Information systems:	**5**	**5**	**1.0**	Low
9. Procurement:	**41**	**35**	**1.17**	Low
Total:	**138**	**124**	**1.11**	Very low level of risk

Annex V: TOR

The National Project Director (NPD)

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 points along with the Project Coordinator 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 EALG Project Coordinator, 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 realized

8. Ensure timely recruitment and supervision of project personnel.

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

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

11. Ensure timely submission of required reports, including Inception Reports, 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.

DNPDs/Focal Persons
Local Government Division

1. Assist the National Project Director in formulating policy
2. Lobby with NPD in implementing policy
3. Coordinate and maintain liaison with other development partners whose support is critical to achieving outcomes of the project intervention.
4. 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.
5. Participate in monitoring, review and evaluation of the project and all other policy related meetings.
6. Ensure that the project outputs are produced as stipulated in the Prodoc, and the immediate objectives of the project are realized

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title : Project Coordinator
Post Level : SB 5
Supervisor : National Project Director (EALG)
(In coordination with Cluster Head)

II. DESCRIPTION OF THE WORK ASSIGNMENT

Strengthening local governance has been a key focus of not only the government of Bangladesh, but also different donor agencies. Considering the importance of the issue, UNDP has been working to strengthen the local governance system in Bangladesh for more than a decade. UNDP lead support projects to the LGIs have played an important role in reforming the Union Parishad (UP) and Upazila Parishad (UZP) tier of government. Since the Upazila Governance Project (UZGP) and Union Parishad Governance Projects (UPGP) are going to phased out in late 2016, UNDP in collaboration with SDC and DANIDA is planning to support UZP and UP through one project entitled Efficient and Accountable Local Governance (EALG) that will have three components, including Inclusive and Accountable Upazila Parishad (IAUZP: Component-1) and Sustainable, Democratic Union Parishad (SDUP: Component-2) and Policy for Effective Local Governance (PELG: Component-3). All three components of the project will have a common policy output to provide space for support to the overall devolution process.

III. FUNCTIONS / KEY RESULTS EXPECTED

Under the overall guidance of the National Project Director (NPD) and direct supervision of Assistant Country Director of UNDP Governance Cluster as well as in close coordination with Local Government Division (LGD), the National Project Coordinator will be responsible for strategically leading the project implementation, generating expected outputs and outcomes in line with the approved Project Document; and to provide overall strategic management support to the project through coordinating technical activities. S/he will be reportable to Assistant Country Director of UNDP Governance Cluster. The specific duties and responsibilities include:

Result-based Project Implementation and Management:

- Ensure, in cooperation with the NPD, high level technical effectiveness of activity implementation and achievement of project outputs and outcomes;
- Ensure the effective coordination among and supervision on the Components (Research, Learning and Evaluation; Legal Review; Capacity Development and Institutional Mainstreaming; Gender; Communication, Advocacy and Outreach, and Operations & Finance) for uniform performance with due quality of the outputs as well as value for money;
- Initiate and continue policy level persuasion with the government for nationwide scaling up of the project and integrating village courts service into the revenue budget;
- Lead and facilitate the preparation and implementation of the annual results-based work plans and result frameworks in close consultation with the Components, national/international experts and relevant UNDP sub-cluster.
- Monitor, supervise and facilitate the day-to-day functioning of the key professionals and project

team;

- Manage the human and financial resources, in consultation with the UNDP, for achieving results in line with the outputs and activities outlined in the project document;
- Plan, strategize and manage the scaling up the project to a national level with closer guidance from NPD and coordination of UNDP;
- Provide strategic leadership and managerial support to the project for ensuring successful implementation and possible replication;
- Provide high level technical inputs and insights to other related projects within UNDP and outside agencies for possible collaboration;
- Provide inputs to the ministry level policy dialogue and planning for strategic inclusion of village courts service in UP service delivery mechanism;
- Plan, guide, mentor and ensure proper development and implementation of national advocacy strategy, M & E Plan and policy advocacy for longer-term sustainability and policy influence;
- Extend technical inputs and backup supports to UNDP CO for showcasing the project for further possible resource mobilization;
- Maintain continuous liaison with relevant government counterpart for countrywide replication of village courts project success;
- Establish and maintain continuous strategic relationship with various government institutions e.g. LGD, Ministry of Law, Justice and Parliamentary Affairs, IMED, ERD, Planning Commission, IMED Wing and Planning Cell of LGD;
- Ensure that high level technical assistance is extended to local administration even beyond the project areas, on demand, for activation of village courts services for the community with the concurrence of PSC/PIC;
- Prepare monthly and quarterly progress reports and organize, corresponding monthly and quarterly progress reviews, taking input from international technical experts and other technical project staff;
- Liaise effectively with senior level functionaries of government, donor and other stakeholders for possible replication of the success stories;
- Organize meetings of the Steering Committee and support the Local Government Division (LGD) in the organization of the Project Implementation Committee meetings;
- Carry on the policy advocacy for legal reform and sustainable mainstreaming of the project within the LGD;
- Coordinate the work of the entire project and provide policy advisory services; Coordinate the distribution of responsibilities amongst team members and organize monitoring and tracking system of all components of the project.
- If delegated by the NPD act as a co-signatory of the project accounts, whenever required, as per NEX guidelines;
- If delegated by the NPD act as a co-signatory of key programme related documents including Financial Reports and Requests for Quarterly advances;

Research, Learning and Knowledge Management:

- Lead and guide the project team for capturing best practices from the fields and document the lessons learning as well as community/court users' satisfactions through in-house research and studies;
- Provide high level technical inputs to UNDP CO particularly DG Cluster for possible working collaboration with the Police HQ, Supreme Court, District Judiciary etc.
- Lead the process for capturing knowledge about national, regional and global know-how in local justice, best practices and produce knowledge materials;
- Pursue EALG Project performance as a successful and innovative case for promoting a unique experience in the UNDP regional office through continuous capturing of learning and documentation.
- In this context, build partnership with relevant practitioners, academics and civil society organizations including think tanks;

- Provide strategic and technical inputs to CO for facilitating the South-South Cooperation through sharing learning from EALG project.
- Advise NPD and train staff in documentation of best/good practices, lessons learned and in ensuring the mechanisms for up-scaling programme achievements from downstream pilot interventions;
- 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 and apply the web-based Village Courts MIS System for real time monitoring and supervision by pertinent stakeholders;
- Record key competencies available in different government agencies and development organizations for exploring possible collaboration in nationwide scaling up drive;

Evidence-based Policy and Reforms:

- Undertake study and participatory researches for creating evidence base in initiating policy advocacy and reform process;
- Ensure highest UNDP standards in the provision of technical and advisory inputs, organization of workshops, seminars, training and delivery of outputs (products);
- Ensure consistent documentation of the development issues, concerns covering the situation and related strategic scopes and opportunities in the form of reports, monographs etc.
- Facilitate synergies between the different development interventions in the area of local justice, human rights and governance;
- Establish strategic rapport and strong relationship with government stakeholders (LGD, DDLGs, UNOs etc.) together with other pertinent government entities (police, judiciary etc.) for facilitating the sustainable scaling up nationally as well as institutional mainstreaming of village courts issues into relevant government training institutes.
- Identify opportunities to enhance team-work within LGD and field administration, line departments, etc.;
- Work closely with UNDP to ensure that the programme is achieving expected outcomes, progress and milestones are managed and completed;
- Ensure programme outputs are aligned procedurally with UNDP corporate strategy, UNDAF, CPD and practice area development goals;
- The National Project Coordinator will also provide inputs and services as may be required by the Management of the Project and UNDP with the objective of achieving high level of project performance and results;

Mainstreaming and Resources Mobilization:

- Identify possible areas of collaboration with other LGD projects for mainstreaming village courts service as a service-package delivered by UPs to the citizens;
- The National Project Coordinator will ensure thoughtful and efficient guidance and inputs as required by Management aiming to achieve the high-level results-based outcomes for eventual mainstreaming;
- Assist the UNDP CO in further resource mobilization through developing a business case model pulling the lessons learnt from the project for wider demonstration through assisting CO in further resource mobilization;
- Lead the project for having larger coverage in terms of public education, social sensitization and awareness raising through using innovative and alternative avenues of media including various forms of social media, facilitating strategic partnerships with the press, educational institutions, capacity building related other projects/interventions, media, etc.;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reporting;
- Ensure successful coordination with multiple and multi-level stakeholders for facilitating broader network, strategic alliance building and mainstreaming;

- Establish, nurture and further improve the networks with pertinent experts of national and regional offices of the UN System, international development organizations, sub-regional and regional associations, affiliations and bodies (intergovernmental, non-government or private sector).

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;
- Excellent interpersonal skills;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism.

Functional Competencies

Management and Leadership:

- Demonstrates effective project management skills;
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback, timely responses to queries;
- Consistently approaches work with energy and a positive, constructive attitude;
- Provides strategic leadership and managerial support to the project for ensuring successful implementation and possible scaling up;
- Demonstrates good oral and written communication skills;
- Demonstrates openness to change and ability to manage complexities;
- Demonstrates leadership capacity and experience to carry on the policy advocacy for legal reform and sustainably mainstreaming the project within the LGD;
- Demonstrates results oriented approach to work;
- Ability to work under pressure and meet strict deadlines;
- Demonstrates integrity and fairness by modeling UN values and ethical standards;
- Demonstrated ability to function at both policy advisory and project implementation level;
- In-depth practical knowledge of inter-disciplinary developmental issues, adaptability and ability to treat all people fairly;
- Ability to conceptualize and convey strategic vision, adapted to changing external environment.

Development and Operational Effectiveness:

- Ability to engage with high ranking UNDP Advisors, Experts, Managers, Government Officials and international donor community and provide policy advisory support services;
- Ability to plan and strategize and manage the scaling up the project to a national level;
- Ability to identify opportunities, conceptualize and develop project reports;
- Ability to analyze situations and act accordingly;
- Ability to effectively support in strategic planning, results-based management and reporting;
- Ability to formulate and manage training programmes and design relevant training materials;
- Ability to implement new systems and affect staff behavioural/ attitudinal change;

Knowledge Management and Learning:

- Promotes knowledge management and a learning environment in the office through personal example: Excellent knowledge of capacity building theory and the application of methodology: good understanding of capacity assessment methodologies;
  Excellent ability to identify significant capacity building opportunities, ability to get capacity built, excellent ability to demonstrate national capacities built (mastery of the tools and their application);
  Display understanding of the relevant contemporary ICT tools and continuously act towards

personal capacity building;
- Excellent communication skills (written and oral): sensitivity to and responsiveness to all partners, respectful and helpful relations with all UN/UNDP staff,

Professional Competencies

- Strong background in some of the following technical areas; local governance, local justice, governance, human rights and project management
- Ability to take initiative in complex emergency situations that takes advantage of windows of opportunity with communities and governments so as to rapidly implement programs that would otherwise be missed opportunities;
- Solid knowledge in contract, asset and procurement, information and communication technology;
- Prior experience of Project Manager;
- Knowledge Management and Learning;
- Promotes a knowledge sharing and learning culture in the office;
- Knowledge on development issues;
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills.

Behavioural Competencies

- Good interpersonal skills;
- Ability to establish and maintain good working relationships to facilitate work goals;
- Demonstrable capacity to build knowledge through using various sources;
- Exhibit strong teamwork skills in a complex environment;
- Ability to promote learning environment, human rights and gender friendly work environment;
- Demonstrated capacity to work in a multicultural environment including the training and development of national colleagues.

VI. REQUIRED QUALIFICATIONS AND EXPERIENCE

Education:	• Minimum Master's degree in any discipline of Social Sciences;
Experience:	• At least 10 years of experience in planning, designing, implementation, management and monitoring and evaluation of development projects in social sectors at the national or international level. Good understanding of local governance and local development issues in Bangladesh and elsewhere will be an added qualification. Experience in the usage of computers and office software packages, experience in handling of web based management systems is necessary.
Language Requirements:	Fluency in written and spoken English and national language of the duty station.

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title : Policy and Coordination Specialist
Post Level : SB 5
Supervisor : Portfolio Manager/ Cluster Head

II. Description of the Work Assignment

Strengthening local governance has been a key focus of not only the government of Bangladesh, but also different donor agencies. Considering the importance of the issue, UNDP has been working to strengthen the local governance system in Bangladesh for more than a decade. UNDP lead support projects to the LGIs have played an important role in reforming the Union Parishad (UP) and Upazila Parishad (UZP) tier of government. Since the Upazila Governance Project (UZGP) and Union Parishad Governance Projects (UPGP) are going to phased out in late 2016, UNDP in collaboration with SDC and DANIDA is planning to support UZP and UP through one project entitled Efficient and Accountable Local Governance (EALG) that will have three components, including Inclusive and Accountable Upazila Parishad (IAUZP: Component-1) and Sustainable, Democratic Union Parishad (SDUP: Component-2) and Policy for Effective Local Governance (PELG: Component-3). All three components of the project will have a common policy output to provide space for support to the overall devolution process.

III. Functions / Key Results Expected

Under the overall guidance of the National Project Director (NPD) and direct supervision of Assistant Country Director of UNDP Governance Cluster as well as in close coordination with Local Government Division (LGD), the Policy and Coordination Specialist will be responsible for the following duties;

Technical

(a) Support to the development of Development Plan and annual budget for selected Upazila Parishad and Union 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 and Union Parishad;

(c) Support to developing Upazila and Union integrated development plan with emphasis on SDG achievement in selected Upazila and Union Parisahd.

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

Policy

(e) Contribute to policy development and policy advocacy as required by project document;
(f) Provide policy related advice to LGD with regard to decentralized service delivery, coordination with other agencies including line agencies,
(g) Facilitates and act as resource person to LGD with regard to development of evidence-based policy framework

(h) Provide inputs to LGD to transfer/replicate the learning/best practices from selected areas into wider national policy;

General

(a) Support the NPD and Project Coordinator in work plan and budget preparation and revision;
(b) Support the NPD and PC in preparing periodic progress reports and presentations as required;
(c) Assist LGD in identifying areas where technical assistance will be required, prepare TOR for short-term consultancies and provide technical support to the advisors;

V. SKILLS AND COMPETENCIES

Corporate Competencies:

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

VI. 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 • 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; • Experience in handling of web based management systems is necessary.
Language Requirements:	Fluency in written and spoken English and national language of the duty station.

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title : Capacity Development & Gender Officer
Post Level : SB 4
Supervisor : Project Coordinator

II. DESCRIPTION OF THE WORK ASSIGNMENT

Strengthening local governance has been a key focus of not only the government of Bangladesh, but also different donor agencies. Considering the importance of the issue, UNDP has been working to strengthen the local governance system in Bangladesh for more than a decade. UNDP lead support projects to the LGIs have played an important role in reforming the Union Parishad (UP) and Upazila Parishad (UZP) tier of government. Since the Upazila Governance Project (UZGP) and Union Parishad Governance Projects (UPGP) are going to phased out in late 2016, UNDP in collaboration with SDC and DANIDA is planning to support UZP and UP through one project entitled Efficient and Accountable Local Governance (EALG) that will have three components, including Inclusive and Accountable Upazila Parishad (IAUZP: Component-1) and Sustainable, Democratic Union Parishad (SDUP: Component-2) and Policy for Effective Local Governance (PELG: Component-3). All three components of the project will have a common policy output to provide space for support to the overall devolution process.

III. FUNCTIONS / KEY RESULTS EXPECTED

Under the overall guidance of the National Project Director (NPD) and direct supervision of project Coordinator as well as in close coordination with Local Government Division (LGD), the Capacity development and Women Empowerment Officer will be responsible for the following duties;

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. Capacity development initiatives for LGIs

- Manage day-to-day routine administration of the project's training component concerning personnel and logistic support;
- Prepare routine correspondence and general reference documents, organize data and information, maintain records and documents to facilitate monitoring of all training activities;
- Contacts with resource persons
- Prepare routine correspondence and general reference documents, organize data and collect information for relevant partners
- Assist to conduct training programs
- Maintain project and training files, documents and provide support to Project Coordinator and consultants/experts.
- Carry out any other job as assigned by the Project Management Team (PMT).
- Maintain excellent relationship with local government officials, traditional institutions, Civil Society representatives, NGO partners, donors and other relevant stakeholders.
- Assist the Technical Advisory Team in coordinating and managing project activities
- Provide assistance in implementation of the AWP and monitoring of the implementation progress;

V. SKILLS AND COMPETENCIES

Corporate Competencies:

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

Functional Competencies:

Functional Competencies:

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

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

Management and Leadership

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

Development and Operational Effectiveness

- ❑ Ability to engage with high-ranking UNDP Managers, Government Officials and international

donor community and provide policy advisory support services.

- Ability to identify opportunities, conceptualize and develop project reports
- Capability to engage in team-based activity
- Ability to support timely project implementation and to provide the necessary trouble shooting to keep project implementation on schedule
- Ability to manage budgets and transactions
- Ability to implement new systems and affect staff behavioural/ attitudinal change

Knowledge Management and Learning

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

VI. Required Qualifications and Experience

Education:	Masters' Degree in Gender Studies, Public Administration, Development Studies or any discipline of Social Science.
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 policies and procedures is an asset.
Language Requirements:	Fluency in written and spoken English and national language of the duty station.

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title : Knowledge Management and Communication Officer
Post Level : SB 3
Supervisor : Project Coordinator

II. Description of the Work Assignment

Strengthening local governance has been a key focus of not only the government of Bangladesh, but also different donor agencies. Considering the importance of the issue, UNDP has been working to strengthen the local governance system in Bangladesh for more than a decade. UNDP lead support projects to the LGIs have played an important role in reforming the Union Parishad (UP) and Upazila Parishad (UZP) tier of government. Since the Upazila Governance Project (UZGP) and Union Parishad Governance Projects (UPGP) are going to phased out in late 2016, UNDP in collaboration with SDC and DANIDA is planning to support UZP and UP through one project entitled Efficient and Accountable Local Governance (EALG) that will have three components, including Inclusive and Accountable Upazila Parishad (IAUZP: Component-1) and Sustainable, Democratic Union Parishad (SDUP: Component-2) and Policy for Effective Local Governance (PELG: Component-3). All three components of the project will have a common policy output to provide space for support to the overall devolution process.

II. FUNCTIONS / KEY RESULTS EXPECTED

Under the overall guidance of the National Project Director (NPD) and direct supervision of project Coordinator as well as in close coordination with Local Government Division (LGD), the Knowledge Management and Communication Officer will be responsible for the following duties;

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. Design and develop different IEC materials including video documentation, photographic documentation and prepare infographics to portray project results.
5. Prepare media briefings and organize journalists' field visits /briefing for reporting/ feature on project results, writing blogs, disseminate information through use of social media to enable high visibility of project results.
6. Prepare project's annual report and provide technical support to the vendor for publication of report and producing various communication materials.
7. Facilitate the development and field testing of appropriate messages for different communication activities and materials.
8. Capture good practices, writing stories and producing knowledge products and communications materials
9. Networking with mass media for information dissemination
10. Writing media materials and contributing to internal and external knowledge networks
11. Preparing speech, talking points, information briefs for national and international audience as and when required

V. SKILLS AND COMPETENCIES

Corporate Competencies:

- Demonstrates commitment to UNDP' 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

VI. REQUIRED QUALIFICATIONS AND EXPERIENCE

Education:	Bachelor's 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:	Fluency in written and spoken English and national language of the duty station.

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title : Monitoring, Evaluation & MIS Officer
Post Level : SB 3
Supervisor : Project Coordinator

II. DESCRIPTION OF THE WORK ASSIGNMENT

Strengthening local governance has been a key focus of not only the government of Bangladesh, but also different donor agencies. Considering the importance of the issue, UNDP has been working to strengthen the local governance system in Bangladesh for more than a decade. UNDP lead support projects to the LGIs have played an important role in reforming the Union Parishad (UP) and Upazila Parishad (UZP) tier of government. Since the Upazila Governance Project (UZGP) and Union Parishad Governance Projects (UPGP) are going to phased out in late 2016, UNDP in collaboration with SDC and DANIDA is planning to support UZP and UP through one project entitled Efficient and Accountable Local Governance (EALG) that will have three components, including Inclusive and Accountable Upazila Parishad (IAUZP: Component-1) and Sustainable, Democratic Union Parishad (SDUP: Component-2) and Policy for Effective Local Governance (PELG: Component-3). All three components of the project will have a common policy output to provide space for support to the overall devolution process.

III. FUNCTIONS / KEY RESULTS EXPECTED

Under the overall guidance of the National Project Director (NPD) and direct supervision of Project Coordinator as well as in close coordination with Local Government Division (LGD), the Monitoring, Evaluation and MIS Officer will be responsible for the following duties;

(i) Develop M&E-MIS framework and relevant database to ensure web-based data management
(ii) Collect, enter and analyze different data related to project implementation and socio-economic conditions of the project area and prepare periodical reports;
(iii) Participate in annual project reviews and planning workshops and assist the Project Coordinator in preparing relevant reports;
(iv) Work as M&E Focal Person of EALG and actively participate in M&E Network of UNDP
(v) Assist DDLGs, District Facilitators & others especially the UZP and UP functionaries to ensure effective data inputs to the system;
(vi) Support Baseline Survey, Citizen Perception Survey, different evaluations, research and prepare briefs on the findings to portray project results;
(vii) Organize and conduct training on M&E/MIS for project and government staff
(viii) Prepare quality draft of donor reports, Results-Oriented Annual Report (ROAR) maintaining the deadlines;
(ix) Ensure preparation and timely submission of required reports to relevant government agencies
(x) Provide continuing support to the MIE wing for monitoring and evaluation of UZPs/ UPs and prepare reports;
(xi) Assist the MIE wing in providing DDLGs with M&E tools and in supporting them in their use

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:	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; • Extensive experience in designing tools and strategies for data collection, analysis and production of reports; • 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); • Strong training & facilitation skills.
Language Requirements:	Fluency in written and spoken English and national language of the duty station.

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title : Finance & Admin Officer
Post Level : SB 3
Supervisor : Project Coordinator

II. DESCRIPTION OF THE WORK ASSIGNMENT

Strengthening local governance has been a key focus of not only the government of Bangladesh, but also different donor agencies. Considering the importance of the issue, UNDP has been working to strengthen the local governance system in Bangladesh for more than a decade. UNDP lead support projects to the LGIs have played an important role in reforming the Union Parishad (UP) and Upazila Parishad (UZP) tier of government. Since the Upazila Governance Project (UZGP) and Union Parishad Governance Projects (UPGP) are going to phased out in late 2016, UNDP in collaboration with SDC and DANIDA is planning to support UZP and UP through one project entitled Efficient and Accountable Local Governance (EALG) that will have three components, including Inclusive and Accountable Upazila Parishad (IAUZP: Component-1) and Sustainable, Democratic Union Parishad (SDUP: Component-2) and Policy for Effective Local Governance (PELG: Component-3). All three components of the project will have a common policy output to provide space for support to the overall devolution process.

III. FUNCTIONS / KEY RESULTS EXPECTED

Provides effective support to **management of the project finance and budgets** focusing on achievement of the following results:

- Presentation of information for formulation of work plans, budgets, proposals on implementation arrangements and execution modalities.
- Provision of guidance on routine implementation of projects, tracking use of financial resources.
- Provision of information for the audit of projects, implementation of audit recommendations.
- Implementation of the control mechanism for projects through monitoring of budgets preparation and modifications by ensuring the compliance/conformity of supporting documents, submitted by the Programme Clusters with AWP/Budget/Project revisions and review the correctness and appropriateness of ATLAS data entries, related to the proposed budget/project revisions prior to sending to Commitment Control (KK) in ATLAS.
- Periodic review of the information in Award and Project profiles in ATLAS and take immediate steps to keep updated for ensuring similarity/compliance with the hardcopy documents.
- Provide active support in mitigating the requirement especially on ATLAS related issues, which includes Mid-year and Year-end closing activities, AP/PO data cleaning exercises, PDR rejection problems, CS Deficits Issues and GMS Issues.
- Presentation of information for audit of nationally implemented projects supports implementation/compliance of audit recommendations.
- Maintenance and updating the database and donor profiles and briefing notes on key partners including government counterparts, donors and the academia.
- Review of nationally implemented projects Financial Reports, submitted via FACE formats, and their timely & proper recording in ATLAS prior to recommend the release of funds

- Make periodic analysis of nationally implemented projects NEX Advance Balance in ATLAS for identifying possible discrepancies and provide required support to the Programme clusters for resolving the discrepancies, if any.
- Assist in periodic review of Agency PDRs (UNOPS/FAO/ILO/UNCTAD/UNCHS etc.) in UNEX to ensure the accuracy and correctness through close liaise with the concerned Programme Cluster and Agency Focal Points and take necessary corrective measures in order to avoid the rejection of the PDR data uploading process in ATLAS.
- Accuracy verification of Combined Delivery Reports. Ensure all mandatory revisions are prepared based on the actual expenditures reflected based on the CDRs/PDRs.
- Ensure financial closure of the operationally closed projects/programmes.
- Any other work/support, besides the above, that is related to RRMC to deliver its functions

Provides **support to the project in Atlas, Accounting, Administrative and Financial Matters** focusing on achievement of the following results:

- Prepare analytical report on Budget and Expenditure on a regular basis to produce in the PMM.
- Proper control of the supporting documents for payments and financial reports for NEX/DEX projects; preparation of PO and non-PO vouchers for development projects.
- Maintenance of the internal expenditures control system, which ensures that GLJEs/Vouchers processed are matched and completed; transactions are correctly recorded and posted in Atlas through taking timely corrective actions on un-posted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.
- Timely corrective actions on erroneous data in Atlas. Presentation of thoroughly researched information for planning of financial resources of the CO, reports containing analysis of the financial situation.
- Preparation of non-PO vouchers and requisitions in Atlas (when authorized) for development projects and register of goods receipt in Atlas and making budget check for requisitions, POs and vouchers.

Ensures **facilitation of knowledge building and knowledge sharing** in the project focusing on achievement of the following results:

- Systematic gaining and sharing of knowledge and experience related to programme management.
- Organization of training for the office staff on programme finance related issues.
- Synthesis of lessons learnt and best practices in programme.
- Sound contributions to knowledge networks and communities of practice.
- Provide hands-on support to the colleagues of other Programme Clusters in resolving the ATLAS related errors, complicacies and issues
- Contributions to knowledge networks (MPN-Finance Network, MPN-Procurement and MPN-HR) and communities of practice.
- Participate and, if required, act as a facilitator in the Awareness/Training/Refresher Training Courses and Learning sessions.

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 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 EALG 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 Degree in Accounting/Finance/Management
Experience:	5 years of relevant finance experience at the national or international level is required. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems.
Language Requirements:	Fluency in written and spoken English and national language of the duty station.

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title : Finance & Admin Associate
Post Level : SB 3
Supervisor : Project Coordinator

II. Description of the Work Assignment

Strengthening local governance has been a key focus of not only the government of Bangladesh, but also different donor agencies. Considering the importance of the issue, UNDP has been working to strengthen the local governance system in Bangladesh for more than a decade. UNDP lead support projects to the LGIs have played an important role in reforming the Union Parishad (UP) and Upazila Parishad (UZP) tier of government. Since the Upazila Governance Project (UZGP) and Union Parishad Governance Projects (UPGP) are going to phased out in late 2016, UNDP in collaboration with SDC and DANIDA is planning to support UZP and UP through one project entitled Efficient and Accountable Local Governance (EALG) that will have three components, including Inclusive and Accountable Upazila Parishad (IAUZP: Component-1) and Sustainable, Democratic Union Parishad (SDUP: Component-2) and Policy for Effective Local Governance (PELG: Component-3). All three components of the project will have a common policy output to provide space for support to the overall devolution process.

III. Functions / Key Results Expected

Provides effective support to **management of the project finance and budgets** focusing on achievement of the following results:

- Presentation of information for formulation of work plans, budgets, proposals on implementation arrangements and execution modalities.
- Provision of guidance on routine implementation of projects, tracking use of financial resources.
- Provision of information for the audit of projects, implementation of audit recommendations.
- Implementation of the control mechanism for projects through monitoring of budgets preparation and modifications by ensuring the compliance/conformity of supporting documents, submitted by the Programme Clusters with AWP/Budget/Project revisions and review the correctness and appropriateness of ATLAS data entries, related to the proposed budget/project revisions prior to sending to Commitment Control (KK) in ATLAS.
- Periodic review of the information in Award and Project profiles in ATLAS and take immediate steps to keep updated for ensuring similarity/compliance with the hardcopy documents.
- Provide active support in mitigating the requirement especially on ATLAS related issues, which includes Mid-year and Year-end closing activities, AP/PO data cleaning exercises, PDR rejection problems, CS Deficits Issues and GMS Issues.
- Presentation of information for audit of nationally implemented projects supports implementation/compliance of audit recommendations.
- Maintenance and updating the database and donor profiles and briefing notes on key partners including government counterparts, donors and the academia.
- Review of nationally implemented projects Financial Reports, submitted via FACE formats, and their timely & proper recording in ATLAS prior to recommend the release of funds
- Make periodic analysis of nationally implemented projects NEX Advance Balance in ATLAS for identifying possible discrepancies and provide required support to the Programme clusters

for resolving the discrepancies, if any.

- Assist in periodic review of Agency PDRs (UNOPS/FAO/ILO/UNCTAD/UNCHS etc.) in UNEX to ensure the accuracy and correctness through close liaise with the concerned Programme Cluster and Agency Focal Points and take necessary corrective measures in order to avoid the rejection of the PDR data uploading process in ATLAS.
- Accuracy verification of Combined Delivery Reports. Ensure all mandatory revisions are prepared based on the actual expenditures reflected based on the CDRs/PDRs.
- Ensure financial closure of the operationally closed projects/programmmes.
- Any other work/support, besides the above, that is related to RRMC to deliver its functions

Provides **support to the project in Atlas, Accounting, Administrative and Financial Matters** focusing on achievement of the following results:

- Prepare analytical report on Budget and Expenditure on a regular basis to produce in the PMM.
- Proper control of the supporting documents for payments and financial reports for NEX/DEX projects; preparation of PO and non-PO vouchers for development projects.
- Maintenance of the internal expenditures control system, which ensures that GLJEs/Vouchers processed are matched and completed; transactions are correctly recorded and posted in Atlas through taking timely corrective actions on un-posted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.
- Timely corrective actions on erroneous data in Atlas. Presentation of thoroughly researched information for planning of financial resources of the CO, reports containing analysis of the financial situation.
- Preparation of non-PO vouchers and requisitions in Atlas (when authorized) for development projects and register of goods receipt in Atlas and making budget check for requisitions, POs and vouchers.

Ensures **facilitation of knowledge building and knowledge sharing** in the project focusing on achievement of the following results:

- Systematic gaining and sharing of knowledge and experience related to programme management.
- Organization of training for the office staff on programme finance related issues.
- Synthesis of lessons learnt and best practices in programme.
- Sound contributions to knowledge networks and communities of practice.
- Provide hands-on support to the colleagues of other Programme Clusters in resolving the ATLAS related errors, complicacies and issues
- Contributions to knowledge networks (MPN-Finance Network, MPN-Procurement and MPN-HR) and communities of practice.
- Participate and, if required, act as a facilitator in the Awareness/Training/Refresher Training Courses and Learning sessions.

for resolving the discrepancies, if any.

- Assist in periodic review of Agency PDRs (UNOPS/FAO/ILO/UNCTAD/UNCHS etc.) in UNEX to ensure the accuracy and correctness through close liaise with the concerned Programme Cluster and Agency Focal Points and take necessary corrective measures in order to avoid the rejection of the PDR data uploading process in ATLAS.
- Accuracy verification of Combined Delivery Reports. Ensure all mandatory revisions are prepared based on the actual expenditures reflected based on the CDRs/PDRs.
- Ensure financial closure of the operationally closed projects/programmmes.
- Any other work/support, besides the above, that is related to RRMC to deliver its functions

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- Maintenance of the internal expenditures control system, which ensures that GLJEs/Vouchers processed are matched and completed; transactions are correctly recorded and posted in Atlas through taking timely corrective actions on un-posted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.
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- Contributions to knowledge networks (MPN-Finance Network, MPN-Procurement and MPN-HR) and communities of practice.
- Participate and, if required, act as a facilitator in the Awareness/Training/Refresher Training Courses and Learning sessions.

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title : Project Assistant (2 positions)
Post Level : SB 2
Supervisor : Project Coordinator

II. DESCRIPTION OF THE WORK ASSIGNMENT

Strengthening local governance has been a key focus of not only the government of Bangladesh, but also different donor agencies. Considering the importance of the issue, UNDP has been working to strengthen the local governance system in Bangladesh for more than a decade. UNDP lead support projects to the LGIs have played an important role in reforming the Union Parishad (UP) and Upazila Parishad (UZP) tier of government. Since the Upazila Governance Project (UZGP) and Union Parishad Governance Projects (UPGP) are going to phased out in late 2016, UNDP in collaboration with SDC and DANIDA is planning to support UZP and UP through one project entitled Efficient and Accountable Local Governance (EALG) that will have three components, including Inclusive and Accountable Upazila Parishad (IAUZP (Component-1) and Sustainable, Democratic Union Parishad (SDUP) (Component-2) and Policy for Effective Local Governance (PELG) (Component-3). All three components of the project will have a common policy output to provide space for support to the overall devolution process.

III. FUNCTIONS / KEY RESULTS EXPECTED

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

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

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
- 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 EALG 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:	Bachelor's Degree. Diploma in ICT from a recognized computer institution will be considered an additional advantage.
Experience:	Minimum 2 years of practical experience in secretarial duties and use of computers. Excellent computer skills and ability to provide ICT support, office software, internet and software applications.
Language Requirements:	Fluency in written and spoken English and national language of the duty station.

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title : District Facilitator (8 positions)
Post Level : SB 3
Supervisor : Project Coordinator
Location: Any district in Bangladesh

II. Description of the Work Assignment

Strengthening local governance has been a key focus of not only the government of Bangladesh, but also different donor agencies. Considering the importance of the issue, UNDP has been working to strengthen the local governance system in Bangladesh for more than a decade. UNDP lead support projects to the LGIs have played an important role in reforming the Union Parishad (UP) and Upazila Parishad (UZP) tier of government. Since the Upazila Governance Project (UZGP) and Union Parishad Governance Projects (UPGP) are going to phased out in late 2016, UNDP in collaboration with SDC and DANIDA is planning to support UZP and UP through one project entitled Sustainable and Accountable Local Government (EALG) that will have three components, including Inclusive and Accountable Upazila Parishad (IAUZP: Component-1) and Sustainable, Democratic Union Parishad (SDUP: Component-2) and Policy for Effective Local Governance (PELG: Component-3). All three components of the project will have a common policy output to provide space for support to the overall devolution process.

III. Functions / Key Results Expected

(i) Implement project activities following the Annual Work Plan (AWP) and introduce and explain the major innovations at local level.
(ii) Support to deepening local democracy and strengthen the democratic accountability of Upazila Parishad and Union Parishad.
(iii) Work with LGD, DDLG, coordinating with Deputy Commissioner, the UNOs, and other key District and Upazila personnel in planning and implementation of EALG activities;
(iv) Support to harmonize horizontal and vertical functions of services delivery by Upazila level officials and UZPs;
(v) Support to LGD (MIE wing) and DDLG (District level) for backstopping and monitoring of local government (UZP and UP)
(vi) Regular travel to all Upazilas and UPs in the District and communication of EALG strategies and activities to LGIs;
(vii) Monitoring the activities and their effectiveness and impact and reporting back to the NPD / DNPD/ Focal Person through the Project Coordinator;
(viii) Organize periodic exchange meetings between Upazilas and government staff in the District.
(ix) Guide UP chairs, Upazila Chairs and Vice-Chairs in organizing the open budget meetings, participatory planning meetings and other meetings relevant to EALG;
(x) Participate in EALG annual and periodic work-planning exercises;

IV. Skills and Competencies

Corporate Competencies:

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

- Have positive gender balance attitude

Functional Competencies:

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

Knowledge Management and Learning

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

V. REQUIRED QUALIFICATIONS AND EXPERIENCE

Education:	Bachelor's Degree in any discipline of Social Sciences.
Experience:	• At least 5 years of extensive experience in development activities; of working with rural institutions, Local Government Institutions (LGIs), NGOs in Bangladesh • Have experience of working with Government officials • Inter-sectoral/departmental coordination • Crisis management and troubleshooting • Field data collection and monitoring • Report writing • Providing information for communication materials • Physical supervision of implementation activities
Language Requirements:	Fluency in written and spoken Bangla and English

UNITED NATIONS DEVELOPMENT PROGRAMME
SERVICE CONTRACT – TERMS OF REFERENCE

I. Title and Reporting Structure

Title : Driver
Post Level : SB 1
Supervisor : Project Coordinator
Location: Any district in Bangladesh

II. DESCRIPTION OF THE WORK ASSIGNMENT

Strengthening local governance has been a key focus of not only the government of Bangladesh, but also different donor agencies. Considering the importance of the issue, UNDP has been working to strengthen the local governance system in Bangladesh for more than a decade. UNDP lead support projects to the LGIs have played an important role in reforming the Union Parishad (UP) and Upazila Parishad (UZP) tier of government. Since the Upazila Governance Project (UZGP) and Union Parishad Governance Projects (UPGP) are going to phased out in late 2016, UNDP in collaboration with SDC and DANIDA is planning to support UZP and UP through one project entitled Sustainable and Accountable Local Government (EALG) that will have three components, including Inclusive and Accountable Upazila Parishad (IAUZP: Component-1) and Sustainable, Democratic Union Parishad (SDUP: Component-2) and Policy for Effective Local Governance (PELG: Component-3). All three components of the project will have a common policy output to provide space for support to the overall devolution process.

III. FUNCTIONS / KEY RESULTS EXPECTED

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

- Drive Office vehicle in Dhaka and Seven project division.
  (a) Driving office vehicle for transportation of authorized personnel and delivery and collection of mail, documents and other items (b) meeting official personnel and visitors at assigned places (c) taking of urgent and immediate actions as required by rules and regulations in case of accidents

- Provision of reliable and secure driving services
  (a) Avoiding unnecessary risks (b) Ensure comfortable and safe travel for passengers

- Day-to-day maintenance of the assigned vehicle and relevant documents

Cost-saving through proper maintenance of vehicle, repair, timely change of oil, brakes, car washing, updating of log book, map, first aid kit, necessary spare parts, periodic checking and servicing etc.

- Collect and deliver mail or documents

Maintaining confidentiality of documents and mails as advised, ensuring timely delivery and receipt

IV. Skills and Competencies

Corporate Competencies:

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

- Treats all people fairly without favouritism
- Have positive gender balance attitude

V. REQUIRED QUALIFICATIONS AND EXPERIENCE	
Education:	Minimum SSC passed or higher education is preferred. Computer literacy is an added qualification. The incumbents must have valid heavy/light driving license and good knowledge of Dhaka and surrounding areas. The candidates must have adequate knowledge and skills in minor vehicle repair and demonstrative initiative and sound judgment is desired
Experience:	Minimum 5 years of experience as driver.
Language Requirements:	Fluency in written and spoken Bangla and English

Annex VI: Logical Framework (IAUZP)

Component 1: Inclusive and Accountable Upazila Parishad (IAUZP)

	Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions
Outcome	Upazila Parishads plan and deliver services in a more effective, inclusive and accountable way through a strengthened governance framework.	• Percentage of citizens (disaggregated by men/women, poor/non-poor) satisfied with the services of Upazila Parishads • Number of UZP that received and monitored local plans and budgets by at least three transferred departments (transparency of local bureaucracy) • % of Upazila Parishads who adopt public engagement strategies in their planning and service monitoring • % of women councilors in selected Upazila Parishads who report they can participate effectively in debates and are able to influence council decision making • % of Upazila Parishads who have improved expenditure against the budget (credibility of budget)	• Mid-term evaluation • Citizens' and Councilor survey • Study report • Rules and regulation • Progress report • Final Evaluation • Circulars	• Continued political support from GoB • Political consensus supports decentralization targets of the 7th Plan • Cabinet decision to transfer line officer salaries to UZP Chair implemented
Result 1	UZP Committees strengthened their horizontal coordination and oversight capacity with line departments and upward accountability with the District Development and Coordination Committee for inclusive, effective and accountable planning and service delivery	• Terms of References (ToRs) for UZP committees approved and introduced into UZP regulatory framework (Number of UZP Committee) • Tools for UZP service delivery oversight of at least 3 transferred departments piloted and disseminated (Number of tools) • Circular for UZP core staff issued and core staff introduced in all selected UZPs. (Number of staff) • Circular with provision for allowances for participation in UZP committee work issued and practiced in all selected UZPs (Percentage of Upazila in project areas) • % Upazila undertook initiatives on SDGs localization • # of Upazila for which UZP and local functionaries of at least three transferred departments coordinate their activities at the District Development and Coordination Committee (at least twice a year).	• TOR on UZP Committee • Guidelines • Planning book • Meeting minutes • Newspaper clippings • Rules and regulations • Councilor Survey • Planning audits • Final Evaluation	• Continued political support from GoB • Cabinet decision to have better coordination • Line Department officials have positive attitude towards elected officials.
Result 2	**Upazila Parishad financial management, funding absorption capacity and financial accountability have improved**	• Public Financial Management (PFM) manual prepared, piloted (Number) • Timeliness and regularity of accounts reconciliation by Upazila • Number of UZP that publish their budget timely	• Meeting minutes • Manual • Audit report • Annual budget	• Elected officials are interested to receive training on PFM
Result 3	**UZP Committees strengthened their downward accountability through inclusive public engagement mechanisms and practices.**	• UZP Act amended with mandatory UZP committee provision for inclusion of citizens, CSO and local media and practised in all selected UZPs (Number of UZPs and amendment) • Open Budget and participatory Planning mechanisms in UP Act piloted, adapted and replicated in UZP Act.	• Meeting minutes • Newspaper clippings • Annual budget • Citizens' survey	• Upazila Parishad have positive attitude towards disclosure of information

	Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions
		(percentage in project area) • All pilot UZPs have active Facebook and Twitter accounts (Percentage in project area) •% percentage of citizens in the selected UZPs are aware of UZP activities and key priorities in the annual budget	• Study report • Rules and regulation • Progress report • Final Evaluation • Circulars	
Result 4	**Women Upazila Parishad members strengthened their ability to fulfil their roles and duties in the council work**	•Percentage of women vice-chair and councillor trained and active in the Women Development Forums and percentage of men councillors sensitized •% of UZP schemes implemented under the leadership of women vice-chairs/women councillors	• Survey/study report • Final/mid-term evaluation	•Male elected representatives have positive attitudes towards women empowerment

ANNEX VII. RESULTS MATRIX - SUSTAINABLE AND DEMOCRATIC UNION PARISAHD (SDUP)

The parties have agreed to measure progress in the thematic programme by the following key outcome and output indicators:

Outcome indicator 1		**Pro-poor, effective and accountable delivery of services by selected UPs significantly increased.**	
Baseline	Year	2017	Baseline survey to be conducted in 2017
Target	Year	2022	70% of the poor, vulnerable and socially excluded citizens of all the UPs under the targeted 8 districts have access to decision making process. 80% of the UPs under 8 districts have institutionalized transparent and accountable service delivery 40 % of UPs implemented activities related to Climate Change Adaptation (CCA) and Disaster Risk Management (DRM) as stipulated in their development plans
Output indicator 1		**Capacity of targeted UPs is significantly strengthened to provide democratic, transparent, accountable, responsive and pro-poor services**	
Baseline	Year	2017	30% UPs formed Standing Committees (SCs) and made them functional (To be confirmed in 2017) 50% UPs held Open Budget Session (To be confirmed in 2017) 10% UPs ensured participation of poor and marginalized citizens at Ward Shava (Ward level meeting) and Open Budget Session
Target	Year	2022	80% UPs formed SCs and made them functional during the project period 90% UPs held Open Budget Session 80% of UPs ensured participation of poor and marginalized citizens at Ward Shava and Open Budget Session % of poor households taking part in Ward Shava and open budget sessions (TBD)
Output indicator 2		**UPs are increasingly climate resilient by identifying and prioritizing resilience measures in the UP development plan and their implementation**	
Baseline	Year	2017	Insignificant number of UPs prepared have local resilience plans, or integrated resilience measures into the development plan (TBD through baseline survey in 2017)
Target	Year	2022	40 % of UPs developed local climate resilience plan during the project period 40 % of UPs mainstreamed local resilience plan into their 5-year development plan

			60 % of CCA and DRM schemes implemented by UPs in partnership with CBOs, including youth and marginalised groups
Output indicator 3		**Poor and marginalized citizens, including women, are empowered to make decisions on local development and political participation**	
Baseline	Year	2017	A few development schemes at UP level are implemented for and by women A few women take part in elections Budget allocation for women responsive development initiatives is negligible A few UPs involve CSOs, youth and marginalized groups in implementing CCA and DRM activities
Target	Year	2022	30% of development schemes at UP level implemented for and by women 35% of budget allocation by UPs earmarked for women responsive development initiatives 70% UPs involved and/or worked together with CSOs in organizing social audit
Output indicator 4		**Policy dialogue at national and local level engaging civil society and other stakeholders initiated to promote democratic and accountable service delivery at the local level**	
Baseline	Year	2017	5 policy studies have been conducted by current UPGP programme
Target	Year	2022	10 policy studies conducted by the government during the project period [cumulative] Five inter-ministerial meeting/dialogue held on issues including fiscal flow to UP, UP taxation and assignment of health and education services to UP Five policy dialogues with MPs (members of standing committees) on issues including fiscal flow to UP, UP taxation and assignment of health and education services to UP
*The targets set for the outcome level indicators are for the entire project period so it should be created as cumulative target.			

Annex VIII: Logical Framework (PELG)

Component 3: Policy for Effective Local Governance

	Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions
Outcome	Policy dialogue addresses functional assignments and division of responsibilities among tiers of LGIs including the coordination with line ministry officers and public engagement strategies.	• A clarification of functional assignments between LGI tiers is established • Circulars for an integrated planning system for the UP/UZP/ZP are issued. • Circulars are issued in order to overcome challenges of female's participation in the activities of local governance	• Circular/guideline/ office order • Circular • Circular	• LGD officials are sensitized and supportive.
Results-1	Functional assignments of UP, UZP and Zila Paishad are clarified for at least three transferred subjects	• Detailed options for division of responsibilities among LGI tiers are available and discussed by GoB. • Ways and mechanisms of integration and supplementation of UZP plans and plans of transferred departments are identified for more effective service provision. •An integrated planning system of UP, UZP and ZP is developed. (District)	• Circular/guideline/ office order • Planning document/plan books • Planning document/plan books	•Continued political support from GoB •Political consensus supports decentralization targets of the 7th Plan

	Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions
	2. Public engagement strategies of UP/UZP/ZP have become strengthened through overcoming institutional and structural challenges	• Dialogues with political parties and policy makers are held to implement the commitment of at least 30% women in political party governance structures • Dialogues with the government policy makers are held in order to convince them for improved female participation in the activities of local governance. (Number of dialogue) • Number of public engagement strategies adopted by LGIs in project areas that ensure the participation of women, ethnic and religious minorities and media in LGIs (% Upazila and UPs) • Percentage of people from different ethnic group attended in Open budget/Ward Shava	• Reports/Minutes/ Documents • Reports/Minutes/ Documents • Workshop/campaign reports • Strategy papers/concept papers/guideline • Report/participants list • UZP/UP Schemes list	• Continued political support from GoB • Political parties are willing to participate in the dialogue • Govt. officials & public representatives are willing to participate in the dialogue • LGIs political will to enable citizen participation • Citizen actively participates in LGIs activities
	3. UP/UZP committees and inter-ministerial coordination committee is strengthened for better performance of LG bodies.	• Clarification of the roles and responsibilities of UP and UZP committees including the coordination with line ministry officers • Dialogues with the government policy makers are regularly held in the framework of the inter-ministerial coordination committee in order to address priority challenges for effective local service provision	• ToR • Report/meeting minutes	• LGD officials are supportive in developing and circulating ToR • Policy makers undertaking necessary reforms supporting decentralization

Annex IX: Engagement strategy with Line Department at Upazila and Relevant Ministries

The UZP Act provides for the option to work with 17 Line Department. In order to strengthen the horizontal coordination and decision making processes at Upazila level, this project will also engage in upstream policy and coordination discussions at the central level. This will include:

- A review of the vertical relationship between key line ministries (education, health and agriculture, LGED) and the Upazila based line officers in order to further deconcentration and strengthen the mandate of the line officers and ultimately the UZP Committees.
- Ensuring that the selected line ministries share their annual plan and budget for the district/Upazila and allow its monitoring by the related UZP Committee.
- Defining and promoting the establishment of core UZP staff with the aim to strengthen the coordination of crosscutting planning and budgeting issues.
- Promoting the allocation of committee meeting allowances in order to strengthen councilor participation in UZP committee meetings.

This project will also strengthen both horizontal and vertical coordination and establish institutional linkages with different government officials and the Upazila Parishad. At present, the Upazila Parishad is playing a very insignificant role in ensuring coordination of the functions of the transferred departments. There are some issues that include legal notification from the line ministries of different transferred departments as well as the hierarchy. Thus, this output will create an opportunity where district level officials of different transferred departments and representatives of the Upazila Parishad would sit together under the chair of the Deputy Commissioner of the district to discuss different issues. This will facilitate the better service delivery in the long run.

Annex X: TOR of Focal Persons of different Ministries

Cabinet Division, Finance Division and MOPA

1. Assist the National Project Director in formulating policy for strengthening Local Governance System in Bangladesh.
2. Lobby with NPD in getting approval of different policies.
3. Coordinate and maintain liaison with other development partners whose support is critical to achieving outcomes of the project intervention.
4. 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.
5. Participate in monitoring, review and evaluation of the project and all other policy related meetings.
6. Ensure that the project outputs are produced as stipulated in the Prodoc, and the immediate objectives of the project are realized
7. Ensure holding discussion on the policy and coordination of local governance issues in their respective ministry