Terms of Reference (ToR)
Individual Consultants for Municipal Support Unit (MSU)
Municipal Administration & Governance Specialist
Contract Package Number: RUTDP/PMU/S-20
Resilient Urban and Territorial Development Project (RUTDP) (P178985)

A.   Background

1. Bangladesh is one of the most populous as well as one of the most densely populated countries in the world. About 38.95% of its 169.40 million people are living in the urban areas of the country. This led people rural to move to urban centers posing challenge to the existing municipal infrastructure of the towns and cities but the urban service development index is remarkably inefficient in case of urban service delivery, institutional governance and capacity building. The gap between service and infrastructure deficits is worsening in areas of high economic and urban growth as well as in areas especially vulnerable to natural hazards. Bangladesh is considered to be a climate vulnerable country. A large number of people especially the poor are likely to be affected by climate change. There are also other many other dimensions to the country's climate change risks. Urban governance remains a key challenge to harnessing Bangladesh's growth and poverty reduction.

2. In response to the urban governance challenges, the New Urban Agenda (NUA) represents a shared vision of 8th Five Year Plan for a better and more sustainable future by taking advantage of the opportunities presented by urbanization as an engine of sustained and inclusive economic growth, social and cultural development, and environmental protection. To achieve this vision, the NUA lays out standards and principles for the planning, construction, development, management, and improvement of urban areas guided by the following interlinked principles:

   - Sustainable urban development for social inclusion and ending poverty including the promotion of health and well-being and elimination of all forms of discrimination by providing equal access for all to physical and social infrastructure and basic services, as well as adequate and affordable housing.

   - Sustainable and inclusive urban prosperity and opportunities for all by promoting full and productive employment and decent work for all and by ensuring equal access for all to-economic and productive Resources and opportunities.

   - Environmentally sustainable and resilient urban development by promoting clean energy and sustainable use of land and resources in urban development, by protecting ecosystems and biodiversity, by building urban resilience, by reducing disaster risks and by mitigating and adapting to climate change.

3. Investments in basic urban services under the project will improve the standard and quality of civic facilities in the project areas and enhance the quality of life of the urban dwellers. The sustainable development goals (SDG) centered to sustainable urban development, better quality of life with emphasis on providing basic living standard for poor; ensure land planning and development control of cities and towns; urban governance and management with greater accountability, transparency and improved public participation; institutional and financial capable of pourashavas and city corporations. The Perspective Plan 2041 (PP2041) represents the country's urban development issues - (i) Managing the urban transition; (ii) Urban Governance; and (iii) Urban sector financing requirements and options as well. The delta plan

2100 represents the country's current urban centers will continue their growth in the coming decades under the influence of rural-urban migration and by 2045 the majority of population will live in cities. The delta plan focuses on urban plan issues and water related issues.

4. The government intends to enhance the capacity of Pourashavas and City Corporations in development and management of urban infrastructure and improve municipal governance and services through undertaking the Resilient Urban and Territorial Development Project (RUTDP). The proposed project will deliver an integrated multi-sectorial package of investments to achieve greater impact at the cross-Pourashavas and City Corporations boundary/territorial scale. Investments in resilient infrastructure along the planned corridors will be supported by cluster-level complementarity among public and private initiatives in select cities/towns to form cross-Pourashavas and City Corporations boundary /rural-urban linkages. The Local Government Engineering Department (LGED) under the Ministry of Local Government, Rural Development and Cooperatives will execute the project with participating Pourashavas and City Corporations. The LGED now intends to engage individual consultants for municipal support unit (MSU) to deliver the expected services as outlined in the ToR.

B. The Project

2.1 Project Objective

The project development objectives (PDO) of RUTDP are: (i) to increase access to climate resilient urban infrastructure and services, and (ii) to strengthen the urban management capacity in selected urban centers along high priority corridor.

2.1.a Project Area

The project intends to implement in selected 87 Pourashavas and City Corporations (81 Pourashavas and 6 City Corporations): (i) Dhaka-Mawa- Shariatpur-Madaripur-Gopalgonj-Khulna-Jashore-Benapole corridor; (ii) Khulna- Pabna- Natore-Bogura-Rangpur –Dinajpur-Thakurgaon-Panchagarh corridor; and (iii) Dhaka- Chattogram- Cox's Bazar corridor. These corridors have been playing a significant role to the economic growth of the country. The name of the Pourashavas and City Corporations and categories as follows;

Growth Corridor	Division	District	Sl No	Category of Pourashava and City Corporation	Name of Pourashava and City Corporations
Dhaka-Mawa-Shariatpur-Madaripur-Gopalgonj-Khulna-Benapole	Dhaka	Shariatpur	1	A	Shariatpur
	Dhaka	Madaripur	2	A	Madaripur
	Dhaka	Faridpur	3	A	Faridpur
	Dhaka	Faridpur	4	B	Modhukhali
	Dhaka	Rajbari	5	A	Rajbari
	Dhaka	Gopalganj	6	B	Muksudpur
	Dhaka	Gopalganj	7	A	Gopalganj
	Dhaka	Gopalganj	8	A	Kotalipara
	Dhaka	Gazipur	9	CC	Gazipur CC
	Khulna	Khulna	10	CC	Khulna CC
	Khulna	Jashore	11	A	Jashore
	Khulna	Jashore	12	B	Jhikargacha
	Khulna	Jashore	13	C	Bagharpara
	Khulna	Jashore	14	A	Noapara
	Khulna	Jashore	15	A	Benapol
Khulna-Jashore-Pabna-Natore-Bogura-	Khulna	Narail	16	A	Narail
	Khulna	Narail	17	C	Lohaghora

Growth Corridor	Division	District	Sl No	Category of Pourashava and City Corporation	Name of Pourashava and City Corporations
Dinajpur-Panchagarh	Khulna	Jhenaidah	18	A	Jhenaidah
	Khulna	Jhenaidah	19	A	Kaliganj
	Khulna	Jhenaidah	20	A	Shailkupa
	Khulna	Magura	21	A	Magura
	Khulna	Chuadanga	22	A	Chuadanga
	Khulna	Chuadanga	23	B	Jiban Nagar
	Khulna	Meherpur	24	A	Meherpur
	Khulna	Kushtia	25	A	Kushtia
	Khulna	Kushtia	26	C	Khoksha
	Rajshahi	Pabna	27	A	Iswardi
	Rajshahi	Pabna	28	A	Pabna
	Rajshahi	Natore	29	A	Bonpara
	Rajshahi	Natore	30	A	Natore
	Rajshahi	Natore	31	A	Gurudaspur
	Rajshahi	Natore	32	A	Singra
	Rajshahi	Rajshahi	33	CC	Rajshahi CC
	Rajshahi	Rajshahi	34	A	Godagari
	Rajshahi	Rajshahi	35	B	Mundumala
	Rajshahi	Chapai Nawabgonj	36	A	Chapai Nawabgonj
	Rajshahi	Bogura	37	A	Bogura
	Rajshahi	Bogura	38	C	Kahaloo
	Rajshahi	Bogura	39	C	Shibganj
	Rajshahi	Bogura	40	A	Sherpur
	Rajshahi	Naogoan	41	A	Naogaon
	Rajshahi	Joypurhat	42	A	Joypurhat
	Rangpur	Gaibandha	43	A	Gobindaganj
	Rangpur	Gaibandha	44	C	Palashbari
	Rangpur	Rangpur	45	CC	Rangpur CC
	Rangpur	Rangpur	46	C	Pirganj
	Rangpur	Dinajpur	47	C	Ghoraghat
	Rangpur	Dinajpur	48	B	Hakimpur
	Rangpur	Dinajpur	49	A	Birampur
	Rangpur	Dinajpur	50	A	Fulbari
	Rangpur	Dinajpur	51	A	Parbatipur
	Rangpur	Dinajpur	52	A	Dinajpur
	Rangpur	Dinajpur	53	C	Birol
	Rangpur	Dinajpur	54	B	Birgonj
	Rangpur	Dinajpur	55	A	Setabganj
	Rangpur	Nilphamari	56	A	Saidpur
	Rangpur	Nilphamari	57	A	Nilphamari
	Rangpur	Thakurgaon	58	A	Pirganj
	Rangpur	Thakurgaon	59	B	Ranisankail
	Rangpur	Thakurgaon	60	A	Thakurgaon
	Rangpur	Panchagarh	61	B	Boda
	Rangpur	Panchagarh	62	A	Panchagarh
Dhaka-Chattogram-Cox's Bazar	Dhaka	Narshingdi	63	A	Madhabdi
	Dhaka	Narayangonj	64	CC	Narayangonj CC
	Dhaka	Narayangonj	65	A	Tarabo
	Dhaka	Narayangonj	66	B	Sonargaon
	Chattogram	Cumilla	67	B	Daudkandi

Growth Corridor	Division	District	Sl No	Category of Pourashava and City Corporation	Name of Pourashava and City Corporations
	Chattogram	Cumilla	68	B	Chandina
	Chattogram	Cumilla	69	CC	Cumilla CC
	Chattogram	Cumilla	70	A	Laksam
	Chattogram	Cumilla	71	A	Nangalkot
	Chattogram	Cumilla	72	A	Chowddagram
	Chattogram	Chandpur	73	A	Chandpur
	Chattogram	Noakhali	74	A	Noakhali
	Chattogram	Feni	75	A	Feni
	Chattogram	Feni	76	B	Chagalnaiya
	Chattogram	Feni	77	B	Parshuram
	Chattogram	Laxmipur	78	A	Laxmipur
	Chattogram	Chattogram	79	A	Baraiyarhat
	Chattogram	Chattogram	80	B	Mirsharai
	Chattogram	Chattogram	81	A	Sitakunda
	Chattogram	Khagrachari	82	B	Ramghor
	Chattogram	Chattogram	83	A	Satkania
	Chattogram	Chattogram	84	A	Patiya
	Chattogram	Cox's Bazar	85	A	Chakaria
	Chattogram	Cox's Bazar	86	A	Cox's Bazar
	Chattogram	Cox's Bazar	87	A	Teknaf

2.2 Project will consist of three components, as follows:

The RUTDP's three components namely; **Component 1**: Climate Resilient Urban Services and Infrastructure Investments; **Component 2**: Project Management, Technical Assistance, Capacity Building and Operational Support; **and Component 3:** Contingency Emergency Response (CERC).

Component 1: Climate Resilient Urban Services and Infrastructure Investments (Total US$499.35 million, of which IDA US$370.60 million and GoB US$128.75million)

Component 1 includes three sub-components: Sub-component 1.1- Infrastructure investments at the Cluster Level through 14 selected Nodal Cities; Sub-component 1.2–Basic Urban Service Improvement through Infrastructure Investments in Selected Pourashavas and City Corporations to carry out eligible infrastructure investments that support climate resilient urban basic services, Sub-component 1.3–Support for operation and maintenance through Performance-Based Conditions (PBCs). This component also includes goods, equipment, and office furniture (amounting to US24.20 million financed by IDA excluding taxes) to facilitate the implementation of the project.

Investments will be selected through a demand-based participatory process. Investments in Nodal Cities will be identified as part of a multi-sectoral Pourashava Development Planning process which will complement the Cluster level plans. Multi-sectoral integrated cluster-based investments are a key instrument to achieving overall objectives of the SOP, and they are critical for encouraging agglomeration and economic corridor development since most of the value chains and economic activities spill over municipal boundaries. As such their design will include a rigorous analysis of the local economy and the existing and potential for economic growth and agglomeration economies. This market-based analysis can inform the prioritization and design of infrastructure and service investments in ways that remove bottlenecks and further economic growth opportunities for the private sector along the selected corridor.

Pourashavas Town-Level Coordinating Committees (TLCCs) will be key drivers in the identification and design of sub-projects with the assistance of the LGED Project Management Unit (PMU), the design, supervision and management (DSM) consultants and representatives from professional associations. The TLCCs will be composed of a minimum of one-third women and will have a female panel mayor as a co-chair. Together with the chair, the latter will play a substantive role in the design and selection of priority investments. The sub-projects will incorporate climate-resilient design features based on an assessment of local climate risks and vulnerability as well as gender-responsive design features identified with women and girls' participants.

Sub-component 1.1: Climate Resilient Urban Services and Infrastructure Investment in selected 14 Nodal Cities (Total US$296.60 million, of which IDA US$213.68 million and GoB US$82.92 million). This subcomponent will provide support to Nodal cities for investments in climate resilient, job creating and gender responsive urban infrastructure and services to enhance economic productivity and reduce poverty. Four categories of infrastructure will be eligible for investments. Implementation will employ labor-intensive/job-creating approaches as much as possible:

(i) Road system and streetscape improvements that integrate carriageway, drains with footpaths, bicycle lanes, roads protective works, bridges/culverts, street furniture, streetlight, plantation, traffic management, and road safety measures. These sub-projects will incorporate both climate-resilient and gender-responsive design features. For example, to make roads more resilient to climate-induced flooding, they will be designed as part of an integrated urban flood risk management system. Energy efficient street lighting will be used to improve personal safety and access especially for women.

(ii) Public buildings and Open spaces, including revenue-generating assets (municipal and wholesale markets, community centers, municipal buildings, bus terminals, public toilets, parks, waterside developments) with separate toilets for women in public buildings and designated spaces for women in parks and open spaces where appropriate. Public buildings and open spaces will incorporate appropriate climate-resilient and green building design features, such as cool roofs, reflective surfaces, urban greenery, open public green areas with nature-based solutions, where appropriate.

(iii) Infrastructure for adapting to climate and disaster risks including managing and reducing waterlogging and flooding in urban areas with integrated cross-boundary flood risk management and drainage system; and reducing impacts of urban heat with cool roofs, urban greenery, public open green areas, and rainwater harvesting.

(iv) Infrastructure for the Nodal city and surrounding Union Parishads by increasing connectivity (e.g., strategic roads for improving mobility between Nodal city and adjoining Union Parishads, regional bus terminals, etc.) and promoting new economic opportunities (e.g., facilities for tourism, urban regeneration, waterfront development, etc.).

Sub-component 1.2: Investments for climate resilient basic service improvement in sixty-seven (67) Pourashavas and six (6) City Corporations (Total US$129.33 million, of which IDA US$96.00 million and GoB US$33.33 million). This subcomponent will provide sub-grants to support climate resilient and gender responsive infrastructure investments to improve urban service provision in 67 Pourashavas and six City Corporations. It will focus on two categories of investment:

Road system and streetscape improvements that integrate carriageway, drains with footpaths, bicycle lanes, roads protective works, bridges/culverts, streetlight, plantation, traffic management, and road safety measures that will incorporate climate resilient and gender responsive design features, as described above.

(i) Public buildings and open spaces including climate resilient revenue-generating/economic assets (municipal and wholesale markets, community centers, bus & truck terminals, recreation parks and waterside developments, etc.), that are gender responsive (with separate female toilets in public buildings and designated spaces for women in parks and open spaces) where appropriate. Public buildings and open spaces will incorporate appropriate climate resilient, gender responsive and green building design features, as described above.

Sub-component 1.3: Performance Based Conditions (PBCs) to Support Operation and Maintenance for 14 Nodal Cities and 67 Pourashavas (Total US$50.00 million, of which IDA US$37.5 million equivalent and GoB US$12.50 million). This subcomponent will finance operation and maintenance (O&M) of urban infrastructure in Pourashavas which meet the requirements stipulated in the PBCs. The implementing agency, the Local Government Engineering Department (LGED) will support Pourashavas in meeting the PBCs; evaluate their performance; and allocate funds to those that meet the PBCs. The works that can be carried out using PBC funding and the performance assessment process and indicators will be elaborated in the Project Implementation Manual (PIM). Under this component, project resources will be disbursed based on the achievement of targets under three Performance-based Conditions:

(i) PBC1 will incentivize the Nodal Cities to prepare, adopt fourteen (14) Pourashava Development Plans that incorporates climate resilience action plans following standardized guidelines issued by LGED which will complement the Cluster level plans. Each plan will be based on a comprehensive climate risk assessment, GHG inventory and identification of adaptation and mitigation measures covering different sectors such as urban transport, drainage, water supply and sanitation, energy/building, and green space, rehabilitation works of urban infrastructures. Nodal cities will sign a Memorandum of Understanding (MOU) with their adjoining UPs for cross-boundary sub-projects (e.g., wholesale markets, kitchen markets, flood control drainage, etc.). DSM Consultants will help them to develop these plans. The target is for the fourteen (14) Nodal Cities to prepare and adopt cross-sectoral climate resilience action plans included in the Pourashava Development Plans to underpin seven (7) Cluster level plans to focus on steps towards functioning-territorial development in Bangladesh.

(ii) PBC2 will incentivize the 81 Pourashavas to increase their own source revenues to improve their fiscal autonomy. Increased OSR is critical to meeting their recurring expenditures, scale up urban, adopt climate resilient measures, and reduce their dependence on fiscal transfers, especially given the existing low levels in OSR mobilization. Under PBC2, the Pourashavas are expected to implement measures identified in their Revenue Enhancement Action Plans, such as improving e-governance, deploying field teams to increase tax collections, and using GIS-based property assessment software to increase property assessments. Overall, the target is to achieve 20% increase from the baseline in OSR for 81 Pourashavas by the end of the project.

(iii) Finally, PBC3 aims to increase social accountability and access of the most vulnerable segments of society to urban services and spaces. It does this by incentivizing Pourashavas to include women and other vulnerable groups in the Town-level Coordinating Committees (TLCCs) which play a decisive role in the selection, planning and implementation of sub-project. The target is for eighty-one (81) Pourashavas to have TLCCs with at least one-third female membership (already mandated by law) and co-chaired by the female panel mayor.

Given the length of the economic corridor which traverses various parts of the country with distinct socioeconomic features, sequencing of interventions within the SOP1 and across the various SOPs has been considered. Within SOP1, the project will initially implement "front runner" packages for the first 18 months, while preparing for the integrated plans which would help identify more sizable and strategic investments for the Nodal Cities. Preliminary engineering designs and estimates for the first 18-months' proposed investments for all participating Pourashavas and City Corporations are currently underway and are expected to be completed within three months following the completion of Appraisal. Environmental and Social (ES) screening of these sub-projects, along with preparation of site-specific ES Assessment and Environmental and Social Management Plans (ESMPs), would be carried out in parallel and completed by the same time.

Component 2: Project Management, Technical Assistance, Capacity Building and Operational Support (Total US$60.65 million, of which IDA US$29.4 million equivalent, and GoB US$31.25 million)

Component 2 comprises three subcomponents: Sub-component 2.1 - Capacity Building, Sub-component 2.2 - Technical Assistance to participating Pourashavas, and Sub-component 2.3 - Project Management and Operational Support.

Sub-component 2.1: Capacity Building. This sub-component will provide targeted capacity building and training in key areas of urban management such as cross-boundary planning, climate and disaster resilience, local revenue mobilization and others detailed in the PIM. Focus areas include incorporating adaptation and mitigation strategies into the urban and capital investment planning and asset management process; improving gender-responsive planning and design; disability/universal accessibility for urban services; strengthening municipal financial management systems, including own-source revenue (OSR) enhancement; and procurement. It will also cover e-GP rollout and measures to strengthen environmental and social performance of cities. To further support gender development, capacity building and leadership training will be provided to female members of the TLCCs to ensure their effective participation and eligibility for leadership positions.

Sub-component 2.2: Technical Assistance. This sub-component will provide technical assistance in three areas: (i) urban management and cluster-level planning for Pourashavas and City Corporations; (ii) operation and management of food markets; and (iii) long-term multi-sectoral, integrated climate resilience planning the sub-regional level. For the first area, technical assistance will strengthen the capacity of Pourashavas in the preparation of: (i) multi-sectoral and climate resilient Pourashava development plans for 14 nodal cities; (ii) revenue enhancement action plans for 81 Pourashavas to improve OSR mobilization; and (iii) O&M plans for 81 Pourashavas and City Corporations to improve asset management and maintenance. Multi-sectoral and climate resilience plans will be part of the Pourashava Development Plan (PDP) for the 14 nodal cities.

Cross-boundary (Pourashava/City Corporation and Union Parishad) planning guidelines will be included in the Project Implementation Manual.

Second, Pourashavas and City Corporations will be assisted to mainstream food safety and reduce food loss and waste in markets to be built under RUTDP and in existing kitchen markets. This will include the following areas: (i) food safety practices; (ii) governance and enforcement of hygienic conditions and food safety regulations; (iii) climate smart technology adoption, including the use of digital platforms for inventory management, real-time monitoring of food safety, and efficient waste management practices that reduce methane emissions; and (iv) awareness raising among urban consumers on the importance of food safety and the role of kitchen markets in ensuring and maintaining standards.

Third, technical assistance will assist Pourashavas and City Corporations to conduct long-term multi-sectoral climate resilience planning at the sub-regional level. In addition, it will also finance preparatory and feasibility studies for subsequent stages of the SOP and preparation of a strategy plan for solid waste management. Continuous analytical outputs under RUTDP as well as other ongoing studies (e.g., rigorous analysis of the local/sub-regional economy and existing and potential for economic growth and agglomeration economies, demographics, climate risk assessment, connectivity/logistics issues, policy/regulatory dimensions, etc.) will help to better inform and target future interventions under the SOP. The technical assistance will also be provided to conduct the analytics to design interventions that can support private sector inclusive growth and economic integration along the supported corridors.

Sub-component 2.3: Project Management and Operational Support. This component will support project management and operation through a Project Management Unit (PMU) at LGED Headquarters in Dhaka and Project Implementation Units (PIUs) in Pourashavas and City Corporations. It will cover the cost of project management, including financing the day-to-day administration, management, monitoring and coordination of project activities by the PMU and the PIUs, operational audit, financial management, environmental and social risk management, procurement, monitoring and evaluation, and reporting. It will also finance consultancy services provided by the DSM consultants, the Municipal Support Unit (MSU), Third Party Monitoring (TPM), PMU Individual Consultants, PAM Consultants, Sub-Project Readiness Consultants, Operational Audit, asset inventory, etc. Details will be provided in the PIM. Cost for vehicles for project supervision and management will be borne by GoB,

Component 3: Contingent Emergency Response (US$0 million)

The Recipient may request the World Bank to re-allocate project funds to support emergency response and reconstruction following an eligible crisis or emergency.

3. **Project Period**: The RUTDP project period is expected to run for 6 (six) years (FY 2023-2024 to 2028-2029).

4. Objectives and scope of consultancy services:

A team of individual consultants at municipal support unit (MSU) will be engaged to assist and support LGED-PMU and the participating Pourashavas & City Corporations adjoining UPs to capacity building and institutional strengthening. The MSU will provide targeted capacity building, training, and support for the institutional strengthening of the Pourashava and City Corporation. MSU consultants will assist Pourashavas to prepare Revenue Enhancement Action Plan (REAP) and adaptation of REAP.

The MSU consultant team will comprise with national consultants with extensive experience in capacity building trainings and management in their respective field. They will work under the supervision of the Director, MSU [Superintending Engineer (Urban Planning & Unban Infrastructure Development)] and will provide services to PMU, and 87 Project Implementation Units (PIUs) at Pourashavas & City Corporation levels and other Pourashavas.

5. Objectives of the MSU consultancy services:

The objectives of the MSU consultancy services will be to support PMU-LGED and the target Pourashavas & City Corporations to ensure that:

- Update and prepare training modules for different training program;
- Prepare training plan on the basis of DPP and project requirement;
- Provide targeted capacity building trainings to Pourashavas & City Corporations as per requirement of the project;
- Liaison with DSM consultants, PMU consultants and other consultants working under the project;
- Provide trainings in collaboration with DSM consultants and other consultants working under the project;
- Assist Pourashavas to prepare Revenue Enhancement Action Plan (REAP) and adaptation of REAP.

6. Scope of the consultancy services:

The MSU consultant team will perform the following tasks, but not limited to:

The main responsibility of the consultants includes preparation and updating of training manuals/modules & materials; preparation and adaptation of Revenue Enhancement Action Plan (REAP), provide training for preparation & implementation of REAP, training to achieve 20% revenue increase from baseline in OSR for 81 Pourashavas by the end of the project; Designing and providing necessary trainings for capacity building; provide targeted capacity building and training in key areas of urban management such as cross-boundary planning, climate and disaster resilience, local revenue mobilization and others detailed in the PIM. Focus areas include incorporating adaptation and mitigation strategies into the urban and capital investment planning and asset management process; improving gender-responsive planning and design; disability/universal accessibility for urban services; strengthening municipal financial management systems, including own-source revenue (OSR) enhancement; and procurement in collaboration with LGED and PMU. It will also cover e-GP rollout and measures to strengthen environmental and social performance of cities. To provide trainings for all technical, environmental, social, financial management, contract management etc. in collaboration with DSM, PMU and other consultants working under the project. To further support gender development, capacity building and leadership training will be provided to female members of the TLCCs to ensure their effective participation and eligibility for leadership positions. Provide other trainings as per requirement for smooth implementation of the project activities.
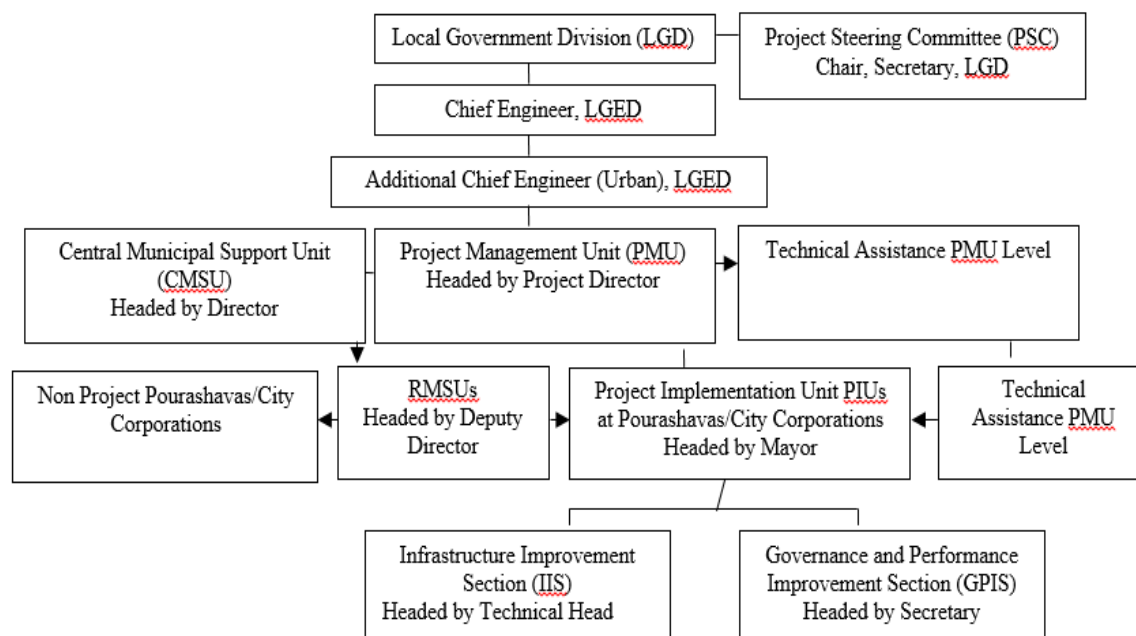
7. Implementation Arrangement:

The Local Government Division (LGD) of Ministry of Local Government, Rural Development & Co-operatives (MoLGRD&C) is the sponsoring ministry for oversight of the RUTDP implementation. The Local Government Engineering Department (LGED) is the executing agency of RUTDP. Implementation of the project will involve several stakeholders include the LGD, the LGED, selected Pourashavas/City Corporations, Municipal Support Unit (MSU) and a team of consultants. A Project Management Unit (PMU) will be established in LGED HQ to administer the

project while PIU will establish in each of the participating Pourashavas/City Corporations. Various committees viz. Project Steering Committee (PSC), Project Implementation Committee (PIC) will be responsible for project monitoring and general oversight.

Overall Institutional Arrangement is shown as below:

RUTDP Project Organogram/Project Management Chart

Roles and activities of each organization are as follows:

Project Steering Committee (PSC): PSC reviews the overall implementation progress and issues of the project and provide necessary guidance to expedite implementation and also ensures the coordination with other concern ministries/divisions. PSC is chaired by Secretary, LGD.

Project Implementation Committee (PIC): PIC reviews the component wise implementation progress of the project and ensures the smooth implementation of the project by coordinating among the different agencies and decides the operational issues of the project. PIC chaired by Chief Engineer, LGED.

Project Management Unit (PMU): PMU will be established at LGED HQ for the implementation, management and administration of the project. The PMU will be headed by an appointed Project Director at the level of Superintending Engineer, LGED experienced in implementation of World Bank financed Projects. He will be supported by three Deputy Project Directors, three Senior Assistant Engineers and other requisite staffs deputed from LGED and outsourced established at the LGED Head Quarter.

Project Implementation Unit (PIU): PIU will be established in each of the selected cluster pourashava/city corporation headed by the Mayor who will be supported during project implementation by: (i) for city-corporations, the Chief Engineer/Superintending Engineer/Executive Engineer/Assistant Engineer/ Chief Executive Officer and (ii) for pourashava Executive Engineer/Assistant Engineer/Poura Nirbahi Kormokorta. PIU ensures the

implementation, management of physical works and administration of the subprojects at the Pourashavas/City Corporations level.

Municipal Support Unit (MSU): Municipal Support Unit (MSU) providing the assistance in institutional strengthening and capacity building of Pourashavas and City Corporations, a Municipal Support Unit is being functioning in Urban Management Unit of LGED headed by Director, MSU. The Superintending Engineer (Urban Planning and Urban Infrastructure Development) of LGED is the Director of MSU. In RUTDP the institutional strengthening and capacity building component will be implemented through MSU: (i) Central Municipal Support Unit (CMSU) located in LGED Head Quarter, (ii) Regional Municipal Support Unit (RMSU) in 11 regions of LGED headed by Deputy Director, deputed from LGED at the rank of Executive Engineer. Under the supervision of Director MSU, 1 full-time Deputy Director in CMSU will be responsible for: (i) designing and implementation of the capacity building program; (ii) management of the consultants. LGED will appoint individual consultant of different disciplines and outsourced counterpart staffs for MSU under RUTDP. In close coordination with PMU and LGED Training unit, MSU will be responsible for all institutional strengthening and capacity building activities focusing on intensive training and other mentoring support activities for the Pourashavas and City Corporations to improve REAP, financial performance and governance and urban development. Specific activities of MSU will include: (i) preparation, implementation and monitoring of REAP to achieved 20% revenue increased from OSR baseline; (ii) planning the overall implementation of this sub-component; (iii) conducting the training programs for RUTDP-Pourashavas and City Corporations and other Pourashavas and City Corporations throughout the country; (iv) MSU in collaboration with DSM and PMU consultants will provide environment and social safeguard trainings, REAP training and other trainings; (v) reviewing modules and materials; (vi) monitoring the progress of implementation, managing implementation schedule and executing measures required; (vii) preparing and submitting reports, including progress reports and the completion report. In addition, MSU will provide training to mayors, officers and staff on engineering, accounting, planning etc. MSU will conduct other technical training to RUTDP-Pourashavas and City Corporations in collaboration of Design, Supervision and Management (DSM) consultants and other consultants engaged under RUTDP. MSU will also provide e-GP training (both class room and hands-on) to the Pourashavas and City Corporations personnel involved in procurement and the bidders also aiming to complete 100% civil works' procurement by e-Tendering to ensure transparent and accountable procurement process. MSU will conduct all trainings as per requirement of the project.

9. Facilities to be provided by the Client

The facilities to be provided by the client for the Consultants in performing services include: (a) all relevant documents, information, study reports; (b) counterpart personnel; and (c) office space, subject to availability by maintaining govt. rules.

10. Consultant Staffing Input

It is anticipated that the MSU Consultancy services will be effective from June 2024. The personnel requirement (Person Months) for the scope of works described above have been indicatively estimated as follows:

Sl. No.	Position of Professional	Number	Man Months (mm)
1	Senior Municipal Governance and Capacity Building Specialist/Team Leader	1	48
2	Training Coordinator	1	42
3	Benefit Monitoring and Evaluation (BME) Specialist	1	36
4	IT Specialist/ System Analyst	1	42
5	Urban Planning & Development Specialist	1	36
6	Municipal Administration & Governance Specialist	1	36
7	Municipal Finance Specialist	1	36
8	Mid-level IT Specialist	1	42
9	Municipal Revenue Improvement Specialist	1	48
10	Mid-level Municipal Revenue Improvement Specialist	1	42
	Total	**10**	**408**

11. Deliverables of the Team of MSU Consultants

- The Team Leader of MSU will provide an inception report within one month of the contract signing. Progress reports will be submitted to the designated authority on a monthly, quarterly and annual basis, and a final report at the end of the assignment.

- Individual consultants will report on the progress in their respective components to the Team Leader who will consolidate them into summary reports as required by the project. The reports will be submitted in English.

12. Duration of Employment and Place of Work of the Team of MSU Consultants

Duration of the team of MSU consultants will be above the consultant staffing input and their place of work will be at LGED HQ in Dhaka (Home Location), being attached with Director, MSU. However, the consultants need to do field visits to RMSUs and also some selected ULBs. In such cases, LGED and the consultants will discuss and agree on a mutually acceptable working arrangement for the consultants to work remotely from their home location.

13. Reporting Arrangements for the Team of MSU Consultants

The consultants will report to the Director of the Municipal Support Unit (MSU) and Project Director (RUTDP) as a team as well as individual consultants.

Municipal Administration & Governance Specialist (1x36 MM)

Objectives of the Assignment

To assist MSU for capacity development of Pourashava and City Corporation officials and the relevant stakeholders to better handle, manage and implement their municipal administration & governance related functions.

The Responsibilities/Accountabilities of Municipal Administration & Governance Specialist:

The major duties and responsibilities of the Municipal Administration & Governance Specialist will include, but not be limited to, the following:

- Assist PMU and pourashava/city corporation to information of TLCC and ensure 30% female membership in TLCC and one female panel mayor as a co-chair of TLCC.
- To support team leader in conducting baseline study to address training needs of MSU/RMSU & Pourashava and City Corporation officials and community groups in the area of municipal administration & governance;
- To ensure timely and effective delivery of training program as required for the capacity development of MSU/RMSU & Pourashavas and City Corporations ' elected officials, municipal staff and community group in this area;
- To support team leader in development/updating of relevant training manuals/modules, presentation materials (PPt & handouts), booklet, leaflet, brochure, etc. and documentation of MSU activities in the form of progress report; and
- To assist RMSUs in conducting training on different subject relevant to capacity development in the key area of municipal administration & governance and to act as resource person.
- Community mobilization and civic engagement is aimed at ensuring meaningful public participation, accountability and transparency in local government finances and decision-making; increasing the participation of citizens including women, the poor and the youth, through the newly legislated Town Level Coordinating Committee (TLCC), Ward Committee (WC), Standing Committee (SC) and other local participatory mechanisms. It will target elected officials, municipal staff, community groups, Pourashava and City Corporation and MSU officials. The consultant will work under the supervision and guidance of the Team Leader who is responsible for the overall management of the training program.
- More specifically, s/he will:

  - work under the supervision and guidance of the Team Leader, Director of MSU and Project Director;

  - Conduct orientation courses for elected officials, Pourashava and City Corporation staff and community groups on their roles and responsibilities to increase transparency and accountability in municipal administration & governance;

  - Develop/updating training materials (manuals/modules, presentation materials, booklet, leaflet, brochure, etc.) and conduct courses on citizen participation aimed at establishing constructive citizen engagement in Pourashavas and City Corporations ' decision making process;

  - Develop and conduct courses on participatory planning and budgeting for citizen groups, WC, TLCC, Standing Committee (SC) and municipal councils;

  - Assist and monitor implementation of community mobilization activities in different Pourashavas and City Corporations in consultation with Team Leader;

  - Design and conduct ToT courses for the trainers at central, regional and Pourashava and City Corporation level;

  - Conduct pilot delivery of courses before rollout;

  - Visit Pourashavas and City Corporations to monitor and expedite MSU activities and simultaneously help Pourashava and City Corporation staff to cope with the community mobilization activities supported by MSU;

  - Provide timely inputs to the team leader and to the team leader as a part of monthly, quarterly, yearly, special report and so on for onward transmission;

  - Monitor to regular conducting TLCC meeting by the pourashava and reporting;

- Assist team leader in preparation of final report/assignment completion report reflecting on progress achieved and lessons learned in his/her area of assignment; and

- Perform any other tasks as assigned by the Team Leader, Director of MSU and Project Director.

Qualification and Experience

a. Academic:

The Municipal Administration & Governance Specialist must have a Master degree in Sociology/Economics/Political Science/Public Administration/Development Studies or any other relevant field from a recognized university.

b. Experience:

- S/he should have 15 years of experience in governance improvement or in social and gender development related functions, of which 5 years, working with Pourashavas and City Corporations;

- His/her Experience in the foreign aided urban development project/program will be an added advantage;

- His/her previous experience in the following area will be given preference:

  - familiar with the Local Government (Paurashava/City Corporation) Act and other legislation related to citizen participation in Pourashava and City Corporation functions;

  - Able to work effectively as part of a team of experts for the effective delivery of a multi-year training program which will cover different size and class of Pourashavas and City Corporations ;

  - Able to conduct training, as resource person, for the Pourashava and City Corporation officials and community groups; and

  - Ability to guide and work with a multi-disciplinary team efficiently & effectively.

Deliverables

- A baseline study report on training needs assessment for MSU, RMSU and Pourashava and City Corporation officials and the community groups; and

- Progress report of capacity development training activities on municipal administration and governance at monthly, quarterly and annual basis, based on format to be agreed with MSU, LGED in consultation with World Bank.

Duration of Employment and Place of Work

Duration of employment of the Municipal Administration & Governance Specialist will be 36 months and his/her place of work will be at LGED HQ in Dhaka (Home Location) being attached with Director, MSU. However, s/he needs to do field visits to RMSUs and also some selected Pourashavas and City Corporations. In such cases, project authority, Team Leader (MSU) will discuss and agree on a mutually acceptable working arrangement for him/her to work remotely from his/her home location.