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SECTION – A**1.1 Basic Information**

1. Country : Bangladesh
2. Loan No. : 2462-BAN (SF)
3. Project Title : Second Urban Governance and Infrastructure Improvement (Sector) Project (UGIIP-II)
4. Borrower : Government of the People's Republic of Bangladesh
5. Executing Agency : Local Government Engineering Department
6. Implementing Agency : Local Government Engineering Department and Participating Pourashavas
7. Amount of Loan : SDR 55, 445,000 (eq. US\$ 87.00 Million)
8. Total Estimated Project Cost : Tk. 114,854.75 Lakh (DPP)(US\$ 167.50 Million at appraisal)
9. Total Revised Project Cost : Not yet revised
10. Date of Loan Approval : 28-10-2008
11. Date of Signing Loan Agreement : 04-11-2008
12. Date of Loan Effectiveness : 19-11-2008
13. Date of Loan Closing : 31-12-2014
14. Elapsed Loan Period : 38.60 % (as of loan effectiveness)
15. Date of Last Review Mission : Last Review Mission was held from 6 – 15 June 2010

1.2 Co-Financer

- a) ADB: agreement signed on 04.11.08 (Loan 2462 BAN (SF)) for 55.445 million SDR
- b) KfW: agreement signed on 08.12.09 (grant no 200766618) for 23.00 million EURO
- c) GIZ: agreement signed on 30.07.09 for a grant of 3.00 million EURO

1.3 Financial Status and Expenditure

Financial plan and expenditure is summarized at Table 1.1.

Table 1-1 Approval Status and Expenditure as of 30 September, 2011

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Exchange Rate= US\$ 1= BDT 68.57

Cumulative Progress up to 31 December, 2011: Physical – 56.19%, Financial – 17.76%

Detailed cumulative progress of the Project is shown in **Table 1.2**

Figure 2-1: Contribution to the Total Project Cost

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Table 1.2 : CUMULATIVE PROGRESS OF THE PROJECT
As of 31 December, 2011

Sl. No.	Description of Item of Work	Assigned Weight	Progress (%)	Weighted Progress (%)
A.	Loan Preparation	10		10.00
1	Loan Effectiveness	1	100	1.00
2	Recruitment of Consultant	6	100	6.00
3	Establishment of PMO and PIU with Staff	3	100	3.00
	Procurement of Vehicles			
	Procurement of Equipment			
	Office Space and Facilities			
B.	Phase-1	25		23.50
4	Implementation of UGIAP : Phase 1	10	100	10.00
5	Preparation of PDP	8	100	8.00
6	Performance Evaluation of UGIAP 1	2	100	2.00
7	Land Acquisition for Phase 2 Physical Investments	5	70	3.50
C.	Phase-2	35		22.69
8	Implementation of UGIAP : Phase 2	12	75	9.00
9	Detail Design and Bid Preparation	3	98	2.94
10	Conclusion of Sub-project Agreement and Subsidiary Loan Agreement	1.5	100	1.50
11	Tendering and Contract Award	3	95	2.85
12	Implementation and Supervision	8	50	4.00
13	Performance Evaluation of UGIAP: Phase 2	1.5		0.00
14	Land Acquisition for Phase 3 Physical Investments	6	40	2.40
D.	Phase-3	30		0.00
15	Implementation of UGIAP: Phase 3	15		0.00
16	Detail Design and Bid Preparation	3		0.00
17	Conclusion of Sub-project Agreement and Subsidiary Loan Agreement	1.5		0.00
18	Tendering and Contract Award	3		0.00
19	Implementation and Supervision	7.5		0.00
	Total	100		56.19

SECTION – B

2.1 Introduction to the Project

The Second Urban Governance and Infrastructure Improvement (Sector) Project (UGIIP-II) started from January 2009, to promote human resource development and good urban governance and to improve infrastructure in 35 Pourashavas of Bangladesh with the financial assistance from the Asian Development Bank (ADB), KfW and GIZ. The Project incorporates a performance based sector approach involving demand driven allocation of loan proceeds based on clearly defined performance criteria and the commitment of the Pourashavas to undertake governance reform.

2.2 Project Objectives

The primary objective of this project is to promote sustainable human resource development, economic growth and poverty reduction by enhancing municipal management, strengthening capacity to deliver municipal services and improving physical infrastructure and urban services (especially to the poor) in 35 Pourashavas of Bangladesh. To achieve the objectives the project will assist the selected Pourashavas to enhance capacity of Pourashavas to implement, operate, manage and maintain basic urban services; to increase accountability of Pourashavas towards their citizens; and to improve physical infrastructure and urban services.

2.3 Scope of the Project

The Project comprises the following three principal components: Component A: infrastructure and service delivery; Component B: urban governance improvement and capacity development; and Component C: project management and implementation support.

2.3.1 Component A: Urban Infrastructure and Service Delivery

The output of component A is developed infrastructure and improved service delivery, including urban transport, drainage, solid waste management, water supply, sanitation, municipal facilities, and basic services for the poor in slums. The subprojects in each Pourashava will be identified through participatory urban planning. The size of investment funds allocated in each Pourashava depends on its performance of governance improvements.

2.3.2 Component B: Urban Governance Improvement and Capacity Development

The output of component B is improved governance and developed capacity of Pourashavas. Each Pourashava takes a series of following reform activities in six key areas identified in the Urban Governance Improvement Action Program (UGIAP):

- citizen awareness and participation;
- urban planning;
- women's participation;
- integration of the urban poor;
- financial accountability and sustainability; and
- administrative transparency

UGIAP was applied in the completed Urban Governance and Infrastructure Improvement Project (UGIIP-1), and the project adopted a refined version based on experience and lessons learned.

The activities will be supported by training and facilitation, and intensively monitored to assess the performance. Performance allocation of investment funds will generate strong incentive for Pourashavas to achieve performance targets specified in UGIAP. Component B also supports national level reforms of urban governance.

2.3.3 Component C: Project Management and Implementation Support

A Project Management Office (PMO) in LGED and a Project Implementation Unit (PIU) in each Pourashava is established under Component C of the Project. The PMO manages the overall project implementation, while PIUs implements activities for improvement of governance and physical infrastructures with support of following consultants and facilitators.

Consulting services are provided to support project implementation and to strengthen the institutional, administrative, and financial capacities of the Pourashava and the LGED with fielding of 96 person-months of internationals and 4,878 person-months of national consultants. Major packages are Package 1: Governance Improvement and Capacity Development (GICD) and Package 2: Management, Design, and Supervision (MDS). GIZ will provide experts to support Governance Program Development (GPD). Individual consultants will be engaged by the PMO too.

2.3.3.1 Package – 1: GICD Consultants

A GICD package of consultants involves 876 local person-months of national consultants. GICD consultants support PIUs in Implementing UGIAP-2 by providing capacity development, community mobilization and other facilitation activities. The consulting team is headed by a team leader supported by one deputy team leader and 18 regional coordinators. Each six regions have three regional coordinators in charge of urban planning, municipal finance, and community mobilization. The package will include engagement and management of the UGIAP facilitators. Each Pourashava covered under the UGIIP-2 is supported by three facilitators in charge of planning facilitator, municipal finance, and community mobilization.

2.3.3.2 Package – 2: MDS Consultants

MDS package involves 96 person-months of international and 3,318 person-months of national consultants. MDS consultants support the PIU in engineering design, bid management and supervision of physical works. The consultant is also responsible for safeguard measures for environmental management, rehabilitation and resettlement. The consulting team is headed by an international team leader supported by two national deputy team leaders and other experts.

2.3.3.3 Package – 3: GIZ Experts; Governance Program Development (GPD)

GIZ provides in-kind contribution in form of technical assistance (TA). GIZ has engaged experts for Governance Program Development (GPD) 76 person month of international and 192 person month of national) and UGIAP facilitators (3 facilitators in each 4 Pourashavas), and provides technical cooperation to enhance the urban reform initiatives. The experts will refine and expand training modules currently utilized by UMSU and practiced under UGIIP-1. The experts have been selected in accordance with GIZ standard procedures in consultation with PMO. The Terms of Reference and selection of GIZ experts need to be discussed and concurred by PD. Activities of GIZ experts to be regularly reported to PD, and be carried out with close

consultation with PD. GIZ will cover Mymensingh, Sreepur, Jamalpur & Mirzapur Pourashavas for providing direct support with facilitators.

2.3.3.4 Package – 4: Consultant Support for Regional UMSU

Five consultants team were engaged in each of four regional UMSUs. The scope of work is to support regional UMSUs in implementing standard training modules to Pourashavas. Standard module includes: (i) computerization of tax records, (ii) computerization of accounting, (iii) inventory and mapping of infrastructure and (iv) community mobilization. With support of expert engaged by GIZ, the consultants' task is to gradually expand the types of training modules.

2.3.3.5 Package – 5: Benefit Monitoring and Evaluation (BME)

Three individual consultants have been engaged and to work as a team. The scope of work is to assist PMO in establishing a result-based monitoring and evaluating system for the project, including (i) identifying appropriate indicators and target, (ii) establishing a system to collect and compile data, (iii) ensuring quality of data collection and compilation, (v) assessing and analyzing the collected data, (v) producing reports.

2.3.3.6 Package – 6: Performance Monitoring and Evaluation (PME)

A senior national consultant has been engaged to support the UMSU in monitoring, evaluating and rating performance of Pourashava according to UGIAP. The consultant also supports the LGD, LGED and MPRC in strengthening performance monitoring by the MPRC, budgetary process of block grant to Pourashava, and other policy issues in urban sector. In particular, the consultant examines how to utilize MPRC's monitoring in order to sustain governance reforms in Pourashavas covered under the UGIIP-1 after the completion. Under this package three other individual consultants are engaged as follows;

i) Public Campaign Consultant/ Media Consultant

A consultant will be engaged to support the PMO in planning and implementing public campaigns on local governance reforms under the Project. The consultant will produce printed and other materials for the campaigns.

ii) Equipment Procurement Consultant

A consultant has been engaged to support the PMO in procuring equipments and vehicles, including preparation of specifications and bid documents.

iii) Audit Support Consultant

A consultant has been engaged to support the PMO in reporting and responding to the external audit. The consultants also supports the PMO and PIU in establishing internal control and checking.

2.4 Locations

The project is being implemented in 35 Pourashavas in Bangladesh. Project area is widely spreaded all over the country. Division wise distribution of project Pourashava is shown in **Table 2.1** and location Map is attached in **Annexure - I**.

Table 2.1 Division wise distribution of Pourashavas

Serial	Division	Name of Pourashavas	Class	Remarks
1	Dhaka Division	Mymensingh, Faridpur, Jamalpur, Ghorashal, Munshigonj,	A	8 Pourashavas
		Sreepur, Bhanga,	B	
		Mirzapur	C	
2	Chitta-gong Division	Noakhali, Chandpur, Cox's Bazar, Brahmanbaria, Comilla, Chowmuhani, Parshuram	A	7 Pourashavas
			C	
3	Khulna Division	Satkhira, Jhinaidah, Narial, Bagerhat,	A	5 Pourashavas
		Benapole	C	
4	Rajshahi Division	Thakurgaon, Rangpur, Dinajpur, Kurigram, Gaibandha, Sirajgonj, Natore	A	8 Pourashavas
		Nachole,	C	
5	Barisal Division	Bhola, Barguna, Jhalakathi,	A	4 Pourashavas
		Kalapara	C	
6	Syllhet Division	Sunamgonj, Sreemangal,	A	3 Pourashavas
		Golapgonj	C	
Total				35

2.5 Implementation Period

Project Period is 1st January, 2009 to December, 2014. The Project will be implemented in 3 phases. Three phases are as follows in **Table 2.2**.

Table 2.2 Implementation Phases and Period

Phase	Implementation Period	Period	Remarks
1 st	01.01.2009 to 30.06.2010	1 year 6 months	Successfully Completed *
2 nd	01.07.2010 to 30.06.2012	2 years 0 Months	Implementation on-going
3 rd	01.07.2012 to 31.12.2014	2 years 6 months	Not due

*** The duration of the 1st Phase has been increased by three months as per decision of the last review mission on 6-15 June 2010 and additional three months required for evaluation.**

2.6 Implementation Arrangements

2.6.1 Central Level

The executing agency of the Project is Local Government Engineering Department (LGED), under supervision of Local Government Division (LGD) of the Ministry of Local Government, Rural Development and Cooperatives (MLGRDC). The existing Inter-ministerial Steering Committee (ISC) of UGIIP-1 has been expanded to include Department of Environment and be responsible for reviewing the progress and guiding implementation of the Project within three month of loan effectiveness. Inter-ministerial Steering Committee (ISC) chaired by the Secretary of LGD and include representatives from LGD, LGED, the Planning Commission (PC), Economic Relations Division (ERD) of Ministry of Finance (MoF), the Finance Division (FD) of the MoF, Implementation Monitoring and Evaluation Division (IMED) of the Planning Ministry, the National Institute for Local Government (NILG), the Department of Public Health Engineering (DPHE), the Ministry of Women and Children Affairs, Ministry of Public Works and three Mayors nominated by LGD. The ISC is to convene whenever necessary, but not less than at least once every three months.

A Project Management Office, (PMO) has been established for the overall management of the Project. The PMO headed by Project Director (PD) who is a senior engineer specialized in urban development, supported by officials including two Deputy Project Directors in charge of (i) Infrastructure and service delivery improvement and (ii) Governance improvement and capacity development respectively. The PMO is managing the overall project implementation including the followings:

- Planning overall project implementation by consolidating plans at the Pourashava level;
- assisting Pourashavas in implementing the UGIAP and physical works
- procuring, managing and supervising consultants hired under the project
- monitoring and supervising project implementation
- ensuring compliance with assurance, including safeguards; and
- preparing and submitting reports, including progress reports and the completion report.

Existing central and regional Urban Management Support Unit (UMSU) has been providing standard training modules to Pourashava in close coordination with PMO.

The transparent and fair assessment of performance is critical for a successful performance based fund allocation. The Municipal Performance Review Committee (MPRC) is responsible for rating the participating Pourashavas. UMSU has been functioning as secretariat of MPRC in assessing performance of Pourashava based on UGIAP performance criteria. Superintending Engineer, Urban Management wing of LGED has been acting as Director of UMSU. The Additional Chief Engineer in-charge of urban management has been coordinating the project activities under overall guidance of the Chief Engineer, LGED.

2.6.2 Pourashava Level

A project implementation unit (PIU) has been established in each participating Pourashavas to implement the UGIAP and physical works. The PIU is headed by the Pourashava Mayor assisted by the Chief Executing Officer and other officials. Each PIU includes three sections: (i) the infrastructure improvement section (IIS) headed by the Executive Engineer (for A class

Pourashavas) /Assistant Engineer (for B & C class Pourashavas); (ii) the urban governance improvement section (UGIS) headed by the Secretary; and (iii) the environmental, sanitation and slum improvement section (ESSIS) headed by the Health Officer.

The PIU is responsible for (i) implementing governance improvement activities specified in UGIAP, including preparation of PDP; (ii) implementing physical works, preparing bid documents, including procurement and supervision of contractors with support from the PMO and consultants, ensuring safeguard compliance and (iii) preparing annual work plan and progress reports to PMO. Each PIU has been staffed with accounting officers to manage financial transaction including recording, preparation of liquidation statements, and replenishment requests to the PMO. In addition, a few engineering staffs has placed by PMO to PIU subject to availability and capacity of Pourashava in the planning and implementation of the subprojects.

2.7 Special Features

2.7.1 Performance-based Allocation

The project adopts a performance-based allocation of investment funds, as it is proven to be an effective incentive mechanism through implementation of UGIIP-I. The amount of investment funds to be allocated to each Pourashava depends on its performance in governance improvements specified in UGIAP. In Phase 1, Pourashava start governance improvement by formulating essential institutions such as TLCC, WLCC and CBOs and initiates preparation of the PDP. Only after successful performance in Phase 1, the Pourashava will proceed to Phase 2 and receives funds for investment. Pourashavas will enter Phase 3 with additional funding, if they meet the performance criteria required in Phase 2. The amount to be received varies depending on level of performance.

2.7.2 Participatory Urban Planning

The project introduces participatory urban planning to Pourashava through the development of PDPs. Broad citizen groups, including women and the poor will be represented in TLCCs and WLCCs and a series of consultations will be carried out to formulate the PDP. The participatory formulation of PDP makes Pourashavas officials and elected representatives more accountable to communities and increase transparency on the use of resources and achievements in improving service delivery.

While the urban planner is the key officially to formulate the PDP, the post is often left vacant in Pourashavas. The UGIAP specifically requires Pourashavas to recruit an urban planner (Class A Pourashavas only), and the project will provide adequate capacity development for him or her. For class B and C Pourashavas, assistant engineer functions as urban planner with support from consultants and facilitators.

2.7.3 Pro-poor Urban Development

Each PDP includes a PRAP to identify and formulate the specific actions for poverty reduction in Pourashava. A Slum Improvement Committee will be established in each target slum to operationalize the PRAP. TLCCs and WLCCs will have sufficient representation of low income group to ensure their participation in decision-making processes of Pourashava management. To ensure adequate budget to implement the PRAP, minimum 5% of the funds will be earmarked to finance basic services for the poor in slums.

2.7.4 Private Sector Participation

The project promotes private sector participation in management of urban infrastructure. Operation and routine maintenance of bus terminals, truck terminals will be outsourced to private sector through competitive bidding private sector participation in solid waste management will be examined to formulate feasible mechanisms, and introduced to the extent possible.

2.7.5 Fund Allocation among Pourashava

Investment Ceiling: The maximum amount of funds to be allocated to each Pourashava (the investment ceiling) is Tk.250 million for class A Pourashavas, Tk.200 million for class B Pourashavas, and Tk.100 million for class C Pourashavas. The investment ceiling does not include in kind contributions by Pourashavas and beneficiaries.

Financing Pattern: Civil works and equipment for revenue-generating subprojects, including water supply, bus terminals, and truck terminals, will be financed 50% by grant and 50% by loan for class A Pourashava and 70% by grant and 30% by loan for class B Pourashava. The loan will have an interest rate of 4% for 20 years, including a 5-year grace period, and will be denominated in the local currency. All other types of subprojects will be funded 100% by grant.

Entry to Phase 2: Pourashavas that successfully achieve all performance criteria of phase 1 of the Urban Governance Improvement Action Program (UGIAP) will proceed to Phase 2 and be entitled to utilize a maximum of 50% of the investment ceiling. While the expected average period of phase 1 is 1.5 years, Pourashavas can enter into phase 2 immediately after the compliance of all phase 1 performance criteria. The assessment of Pourashavas performance by the Municipal Performance Review Committee (MPRC) will be carried out semiannually. Pourashavas that do not meet any of the phase 1 performance criteria within 2 years from the beginning of phase 1 will lose all entitlement for fund allocation.

Entry to Phase 3: At the end of phase 2, which is expected to be in June 2012, Pourashavas performance will be rated by the MPRC. The rating will be “fully satisfactory” if the Pourashava meets all of the phase 2 performance criteria of the UGIAP to a fully satisfactory level, “satisfactory” if the Pourashava meets all of the minimum requirements of the phase 2 performance criteria, or “unsatisfactory” if the Pourashava does not meet all of the minimum requirements. The additional entitlement in phase 3 is 50% of the investment ceiling for Pourashavas with a fully satisfactory rating, 25% of the investment ceiling for Pourashavas with a satisfactory rating, and nothing for Pourashavas with an unsatisfactory rating.

3 SECTION – C: Second Phase Activities and Progress

3.1 Project Management Office (PMO)

On completion of review of progress on 26th November 2011 by the joint Review Mission of ADB, KfW and GIZ, PMO has taken appropriate measures for achieving milestones of targeted activities as set in the time bound action plan. PMO conducted a technical survey to resolve the major water logging problem of Noakhali Pourashava. On the basis of technical survey final investment plan as sub-projects were identified and prepared which was presented two times in the special TLCC meeting in presence of local member of parliament and TLCC endorsed investment proposal for implementation.

Mean while Benchmark Survey report, preparation of Pourashava Base Map and drainage Master Plan have also been completed for all 35 Pourashavas except a few final consultation.



PMO has given priority in ensuring compliance of procurement guidelines and subproject selection criteria. Procurement of a few construction equipment for Pourashava and civil works under Phase -2 are in progress.



The Project Director and other PMO officials conducted monitoring of project activities at field level in Jhalakhati, Barguna and Kalapara Pourashavas and reviewed the progress, laps and gaps in the implementation and provided necessary directives for effective implementation of the project activities.

The PMO has approved the selected slum of 20 Pourashavas and provided necessary logistics and budget to form SICs and a total of 153 SICs have been formed. PMO also conducted CAP orientation workshops for the relevant PIO officials for successful implementation of PRAP and 143 Community Action Plan (CAP) have been prepared.

The PMO has allocated required budget to conduct the regular monthly meeting of Gender Committee and necessary supports to ensure full implementation of GAP in all Pourashavas.

The PMO has arranged orientation training program for capacity building of Community Field workers (CFW), organized several TOT courses for LGED and Pourashava Officials jointly with GIZ and orientation on



UGIIP-II for Pourashava councilors is going on supported by GIZ to improve the skill for effective implementation of UGIAP.

355 sub-projects have been cleared for tendering to the Pourashavas by PMO of costs Tk 3314.29 million, after getting no objection from ADB and KfW under different sectors.

3.2 Project Implementation Unit (PIU)

After getting proper guidance from PMO for preparing sub-projects, the Project Implementation Units (PIU) have accelerated their performances and succeeded to submit and implement the sub-projects. PIUs already awarded 167 subprojects of Tk. 1460.93 millions.

PIUs are also implementing time bound activities of UGIAP: Phase-II with the assistance of GICD Consultants and GPD team under close supervision of MPO. TLCC, WLCC and GC meeting are being held on regular basis in all 35 Pourashavas. Mass Communication Cell (MCC) and Grievance Redress Cell (GRC) have been also conducting their regular meetings as per requirement of UGIAP implementation.

3.3 UGIAP: Phase-II Implementation

In this quarter the UGIAP implementation has got momentum in all 35 Pourashavas. Review meeting on UGIAP: Phase - II Implementation has organized with all Regional Coordinators and Facilitators working under the GICD Consultants in order to accelerate activities in the field. There are 27 activities under 6 working areas of UGIAP for Pourashava, those are under implementation. Detail of UGIAP: Phase-II implementation progress is discussed in **Article 3.5.1**.

3.4 Sub-projects Preparation, Submission and Approval

PMO approved 355 nos. sub-projects of costing Tk. 3231.39 million on approval by the ADB and KfW. PIU awarded 261 nos. sub-projects of costing Tk. 2453.96 million. The status of sub-project is presented in **Table: 3.1**.

Table: 3.1 Status of Sub-project Implementation

Sl. No.	Sector	Sub-Projects Approved		Sub-Projects Awarded	
		Nos.	Amount(Million Tk)	Nos.	Amount (Million Tk)
1	Urban Transport	202	2026.86	174	1598.12
2	Drainage	49	608.28	39	501.19
3	Solid Waste Management	22	49.87	14	37.71
4	Water supply	9	89.62	4	43.53
5	Sanitation	21	57.97	13	42.52
6	Municipal Facilities	33	364.13	17	230.87
7	Urban basic services	19	117.56	0	0.00
Total		355	3314.29	261	2453.94

3.5 Activities of the Consultants and Reporting

3.5.1 GICD Consultants

The outcome of the GICD is to improve governance and develop capacity in Pourashavas (PSs) through carrying out series of reformed activities in 6 (Six) key areas defined in the Urban Governance Improvement Action Programme (UGIAP) in Phase-2 of UGIIP-2. The areas are: (1) Citizen Awareness and Participation, (2) Urban Planning, (3) Women participation, (4) Integration of the Urban Poor, (5) Financial Accountability and Sustainability, and (6) Administrative Transparency. The report is prepared considering the progress of governance improvement for PSs as stated in the TOR. During the monitoring of the progress of activities/tasks-implementation, it is observed that there are some PSs yet to perform in time that has been analytically remarked in chapter-2 and with detail in ANNEXURE-1. There are some challenges found in implementing the activities that need to be addressed by the PMO which have been mentioned in “Remarks” column of chapter-2 and part of it highlighted in Chapter 5. The progress status of the activities of 6 key areas of UGIAP Phase-2 implemented during the quarter of October-December 2011 is as follows:

The major activity during **October 2011** was the field visit of Joint Review Mission comprising of PMO, ADB, GIZ, KfW including consultants (GICD, MDS, BME, PME) of UGIIP-II from 22nd to 25th October 2011. The mission visited Sunamgonj, Golapgonj, Sreemongal, Brahman Baria, Mymensingh and Jamalpur Pourashavas during the period. The ongoing activities reviewed by the Mission were: 1) Visiting proposed infrastructure scheme sites; 2) Observing gender workshops, and attending gender committee meeting; 3) Observation of the implementation of various UGIAP activities; 4) Attending CBO courtyard meeting; and 5) Attending special TLCC meetings of the Pourashavas mentioned above.

The special activity during **November 2011** was the field visit of the Country Director of Bangladesh Resident Mission of ADB Mr. Thevakumar Kandiah, Senior Project Officer of BRM-ADB Mr. Md. Rafiqul Islam, Project Director UGIIP-II Mr. Shafiqul Islam Akand and other PMO officials to the Satkhira Pourashava on 26th November 2011. A meeting was arranged by the Pourashava where UGIAP-II implementations and achievements were explained. The major achievements of the month were functionalizing of 2 more Pourashavas in to computerize accounting record producing list (Cox’s bazar, Jhalkathi) that added to the previously 31 PSs that made together 33. On the other hand, 3 more Pourashavas were started functional in computerized generated Bill producing system (Mirzapur, Nichol. Sreepur) that made together 32.

As per plan of **December 2011**, every Pourashava has conducted TLCC meeting except Comilla. Comilla Pourashava has been reluctant in implementing UGIAP phase-2 activities as it is declared as City Corporation. The performances of Pourashavas with the assistance of GICD team were found satisfactory. There is an area among 27 activities; GRC has been identified as slow progress due to the non-practice habit still remained with the Poura-citizens. The issue has been raised in the TLCC meetings and decided that it would be more functional from the next month.

3.5.1.1 Citizen Awareness and Participation

Activity- 01 : Citizen Awareness and Participation

- All of the 35 Project Pourashavas prepared Citizen Charter (CC) and duly approved by the TLCC.
- The entire project Pourashavas displayed CC in the suitable place at Pourashava premises and published CC in the local newspaper and as booklet.
- The entire project Pourashavas completed the 1st Citizen Report Card (CRC) survey and already submitted the CRC reports.
- Grievance Redress Cell (GRC) established with clear TOR in 35 Pourashavas and opened complaint box. The GRC became functioning and started receiving related complaints; reviewing and resolving of complaints is continuing.
- Regular Quarterly meetings of TLCC and WLCC were conducted in 35 Pourashavas for all the quarters of Phase-II and prepared meeting minutes and distributed to the respective members of TLCC and WLCC. However, meeting of TLCC at Comilla Pourashava could not be completed as Pourashava has been dissolved and City Corporation formed.
- Budget for 2011-2012 of all the 35 Pourashavas has been completed by June 2011 discussed the same in the TLCC meeting and display to public has been done.
- Mass Communication Cell (MCC) has been established in 35 Pourashavas. Observation of various national/international days has been conducted with the full participation of MCC for production of IEC, BCC materials, placards etc. and organized ward-wise rallies led by GC members and participation by community people. MCC has been conducting motivational works using leaflets, local cable network and miking on different aspects of social issues, including tax payment, solid waste management and environmental improvement.

3.5.1.2 Urban Planning

Activity-02 : Urban Planning

- Preparation of Base Map, Land Use Plan and Drainage Master Plan has been completed in all 35 Pourashavas through sub-contracting. The contracting firm submitted the Final Reports to the PMO in due time which are in the process of reviewing and implementation by the PMO and PIO.
- Preparation of Annual O&M Plan and budget has been completed in all the 35 Pourashavas and already included in the Annual Budget (FY 2011-12) of Pourashavas.
- LGD has already appointed 27 full time Urban Planners in the 27 class A Pourashavas under the project.

3.5.1.3 Women's Participation

Activity-03 : Women's Participation

- All 35 project Pourashavas prepared Gender Action Plan (GAP) based the strategic issues of the respective Pourashavas and duly approved by the TLCC and Pourashavas.

- Annual Budget for GAP has already been prepared in all the 35 Pourashavas and duly approved by the TLCC and has already been included in the Annual Budget of Pourashavas for FY 2011-12.
- Implementation of GAP activities have already been started in the Pourashavas. Regular monthly meeting for all the quarters has been conducted by the GC in due time in all project Pourashavas. Provided training to women stakeholder on gender issues, tax, solid waste management and environmental improvement. Almost all the of the Pourashavas kept separate provision for toilet and seating arrangement in the Pourashava offices, kitchen market, bus station and also hired women labor force in the construction activities of project components.

3.5.1.4 Integration of the Urban Poor

Activity-04 : Integration of Urban Poor

- Identification of slum in 21 Pourashavas has been completed and formation of PG & SIC have already been done. CAP has been prepared and duly approved by the TLCC. UPPRP and STIFPP-II have been working in the slum areas of 11 Pourashavas and thus excluded from this project. Bhanga, Parshuram and Golapgonj Pourashavas do not have any slum.
- All 35 project Pourashavas prepared Poverty Reduction Action Plan (PRAP) based on the strategic issues of the respective Pourashavas and duly approved by the TLCC and Pourashavas.
- Annual Budget for PRAP have already been prepared in all the 35 Pourashavas and also included in the Annual Budget of Pourashavas for FY 2011-12.
- PMO also conducted CAP orientation workshops for the relevant PIO officials for successful implementation of PRAP. A total of 961 primary groups, 153 SICs have already been formed and 143 Community Action Plan (CAP) have been prepared during the period.

3.5.1.5 Financial Accountability and Sustainability

Activity-05 : Financial Accountability and Sustainability

- Computer and accounting software have already been installed in 35 Pourashavas and provided with the basic training to concerned staff of the Pourashavas. Computerized accounting system and reporting has already been introduced in 34 Pourashavas except Golapgonj Pourashava. However, introduction of computerized accounting system and reporting are and expected to be completed by this quarter.
- Computer and tax software have already been installed in 35 Pourashavas and provided with the basic training to concerned staff of the Pourashavas. Computerized tax and billing system has already been introduced in 34 Pourashavas except Golapgonj Pourashava. However, introduction of computerized tax and billing system and reporting are in progress and expected to be completed by this quarter.
- Interim tax assessment is being carrying out in almost all of the Pourashavas and re-assessment of holding tax has already carried out in 28 Pourashavas. The preliminary activities for carrying out re-assessment are in progress of the remaining Pourashavas.

- Holding tax Collection efficiency during the (October-December, 2011) quarter of FY 2011-2012 exceeded 80% in 8 Pourashavas, increased by 10% and above in the remaining Pourashavas.
- Overall achievement of holding tax collection during this quarter has been found encouraging. Eight Pourashavas have already achieved 80% and more efficiency and average collection efficiency of 35 Pourashava is 49.80%. Total collection of 35 Pourashavas is 244.97 million against the targeted amount of 491.54 million.
- Updating of non-tax own revenue sources according to the approved Model Tax Schedule (MTS) has been completed and introduced in 35 Pourashavas. Non-tax revenue earning has been increased by more than the inflation rate (11.80) of FY 2011-12 in all the Pourashavas.
- Non-tax (own source) revenue collection during the quarter is Tk. 534.38 million against the total targeted amount of Tk. 1290.96 million representing average collection efficiency of 41.39% for all Pourashavas.
- Total revenue (tax 244.97 million and non-tax 534.38) increased by 779.35 million during FY 2011-12.
- Due debts are being repaying according to the schedule by 19 Pourashavas and remaining 16 Pourashavas do not have such debts.
- 22 Pourashavas those who have outstanding electric bills older than 3 months have already been started paying. Almost all of the Pourashavas are being paying current electric bills on a regular basis. However, 12 Pourashavas are being suffering with huge inherited due electric bills of more that Tk. 10 million namely Chandpur, Comilla, Cox's Bazar, Dinajpur, Gaibandha, Jamalpur, Kurigram, Mymensingh, Natore, Rangpur, Sirajgonj and Thakurgaon. 13 Pourashavas do not have any outstanding electric bills.
- 6 Pourashavas those who have outstanding telephone bills older than 3 months have already been started paying. Almost all of the Pourashavas are being paying current telephone bills on a regular basis. However, 4 Pourashavas are being suffering with huge inherited due telephone bills of more than Tk. 0.50 million namely Chowmohani, Cox's Bazar, Gaibandha and Jamalpur.
- Carrying out Internal Audit and preparation of Financial Statement within 3 months by the Audit & Accounting Standing Committee has already been completed in 35 Pourashavas.

3.5.1.6 Administrative Transparency

Activity-06 : Administrative Transparency

- All of the Pourashavas have already developed adequate staff structure based on the size and the needs of the Pourashavas.
- A three day orientation workshop on implementation of UGIAP Phase-II activities was held from 19th to 21st March, 2011 at BRAC Centre, in Gazipur. The workshop was participated by the Mayors and representatives of LGED, PMO, ADB, GIZ and GICD.

- 6 regional training workshops were conducted for the Regional Coordinators and Facilitators on UGIAP Phase-II activities to perform the designed activities in a cohesive manner in the Pourashavas.
- 25 nos. of training sessions have been completed for the Pourashava officials, TLCC and WLCC members participated by 502 nos. of males and 262 nos. of females arranged by the GPD Consultant team at the regional level.

A total of 830 nos. of training sessions have been completed for the Pourashava officials, TLCC, WLCC, GC and CBO executive members participated by 18,133 nos. of males and 6,888 nos. of females arranged by the PMO at the PMO and PIU levels.

- Progress Reports on UGIAP Phase II implementation are being submitting regularly by all the 35 participating Pourashavas.
- 35 Pourashava have already been formed Standing Committees as per Pourashava Act, 2009 with clear TOR and the committees are functioning in all the Pourashavas as per TOR.
- Regional LGED has already been engaged in the monitoring and evaluation of physical works as soon as the commencement of the physical works.
- Developed a common web site for the PMO and PIU. PMO has already established the web site and establishment of the same at the PIU level is going on. However, 22 Pourashavas have started operation of web site. Establishment of website in the remaining Pourashavas is in progress and expected to be completed by March 2012.
- E-governance on awareness building has already been carried out in all 35 Pourashavas.

Detail of activities performed by GICD team is attached as Annexure - II.

3.5.2 GPD Consultant Team

During the last quarter of 2010, 11 training manuals with associated hand-books have been developed, designed and delivered to PMO by GPD's Training Unit. The modules/ manuals submitted by GPD team has been thoroughly checked by the PMO and acknowledged by the Chief Engineer, LGED. All the draft final modules/manuals are waiting for the final print in the office of the GPD team.

A list of 28 Information, Education and Communication (IEC) materials was finalized, out of which 13 have been selected as priority with the consent of the Project Director. The prioritized materials are currently developed.

The Training Team has submitted a concept for a trainers' training plan for Pourashava trainer pools and developed ToR for training consultants. Currently the Training of Trainers Package is in tendering process.

SIC guideline was prepared and endorsed by PMO. All 35 Pourashavas will follow the guideline for slum identification and committee formation after evaluation of results in testing. A handbook on Citizen Rights and Responsibilities is in progress.

GIZ has extended its support to LGED and municipalities to initiate PPP pilot measures concentrating on service delivery in Solid Waste Management. Research on administrative

performance is on-going, a review of the situation of access to services by the poor was undertaken by an international consultant.

Since June 2010 GIZ is in dialogue with LGD for further support to the national level. Since September 2011 an associate international expert is supporting the preparation of a national component of the Good Urban Governance Support of the German TC.

Detail of activities performed by GPD team is attached as **Annexure - III**.

3.5.3 MDS Consultants

Pourashava Development Plans (PDP) were planned to guide Project investment and were expected to be complete by the end of Phase 1 at the end of June 2010. A 3 month extension was given for this work until 30 September 2010 into the 2-year Phase 2 which began on 1 July 2011 and still ends on 30 June 2012. MDS support for preparation of the PDPs was originally envisioned, but due to the late mobilization of MDS the PDPs were largely prepared without input from MDS.

The original planning budgets given for preparation of PDPs were 12.5, 10 and 5 crore Bangladesh Taka (BDT), for Class A, B and C pourashavas, respectively. In order to provide for some possible subproject rejection, pourashavas were advised to prepare plans for an additional 50 per cent. These indicative budgets included expenditures for equipment procurement and UGIAP activities such as community-based organization (CBO) support and PRAP (CAP) which varied from one pourashava to another.

Mobilization of the consultant's team started in May 2010. The month of December 2011 is the 20th month after MDS mobilization. Total contract man months of MDS Professional staff are 3,286 including 100 man months of unallocated time). Up to the end of December 2011, approximately 1041, **or 32 per cent**, of these man-months have been utilized. Additional crush work support of 57 man months has been needed and requested from unallocated time. The MDS assignment duration (May 2010 through October 2014) is to be 54 months, of which **37 per cent** have elapsed.

The Project Director supports MDS with quick decisions on policies and procedures for appraising and preparing subprojects, tender evaluation and quality control. The PMO staff continues to improve communication and coordination with MDS. Since March 2011 MDS has been advised on the budget and policy to be used for subproject processing, submission, reporting and monitoring.

In the Aide Memoire from the ADB Annual Review Mission in June 2011 a target of August 31, 2011 was set for completing the preparation of the Phase 2 subprojects. Actually this should have specifically referred to the first round of subprojects and not the final list for Phase 2. A later ADB Review Mission was conducted in October 2011, but the Aide Memoire and findings from that Mission has not been received by MDS. It appears unusual that the MDS Consultant would not be included on the distribution list.

Mapping and drainage master plan work is behind schedule. It is possible that reports may be submitted in February 2012. An additional 1-2 months for calibration checking and corrections would be required before all can be cleared for payment by the proposed, but not yet approved, MDS drainage/quality control specialist.

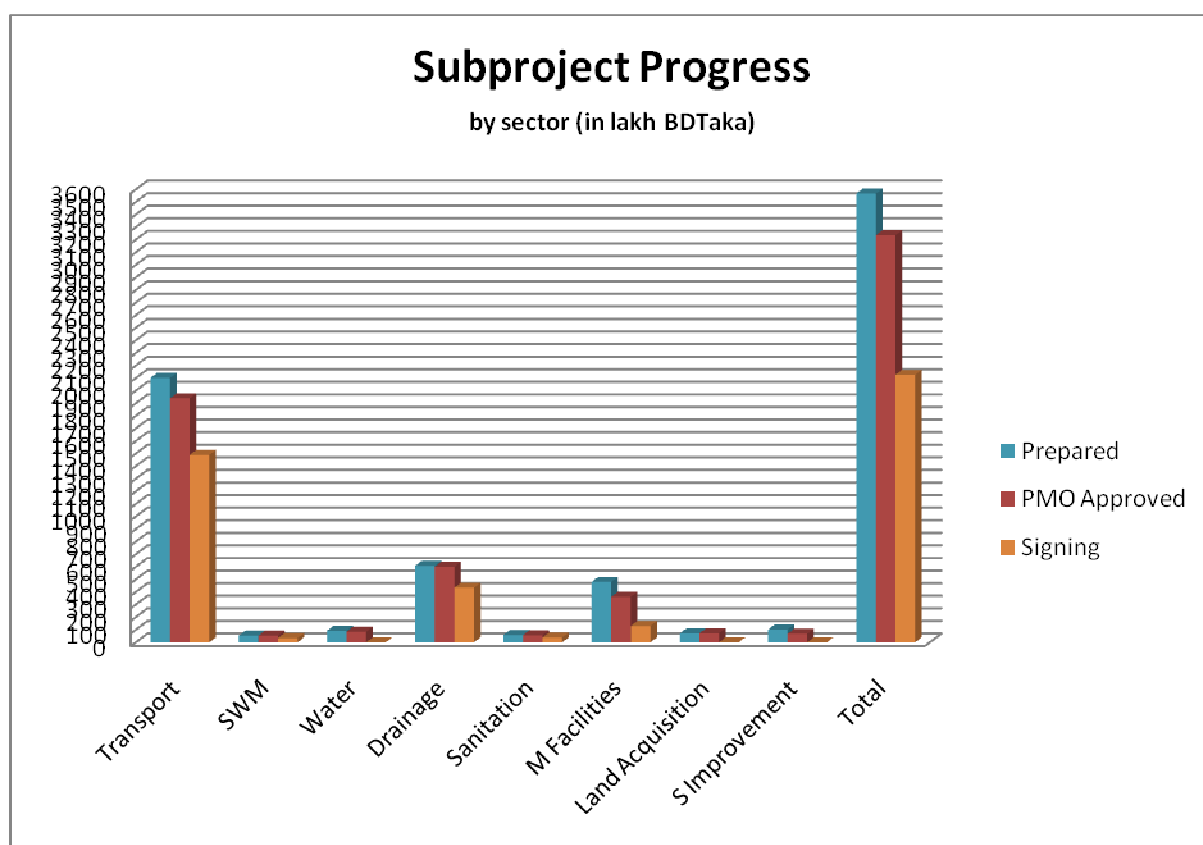
Baseline socioeconomic surveys and revised final reports incorporating PMO comments are being prepared, but no completion date can be given.

Water leak detection studies have not found qualified proposals and traffic management studies may not be useful at this time.

Visits by the MDS head office have been made to subproject schemes as required for appraisal and design. This is supported by subproject site checking by MDS municipal engineers MEs and Regional Environmental and Resettlement Specialists. At the head office MDS has reviewed designs and estimates submitted by the pourashavas, and revised them as needed.

Phase 2 subproject preparation is essentially complete. Subproject approval is lagging only a little behind. However, contract signing and starting of physical works are seriously delayed and indicate a potential problem in completing work on schedule. To address this, an extension or replacement of subprojects may be needed on an urgent basis.

A summary of the status of subprojects by sector is presented in the graph below. Of the infrastructure subproject goal of 324 crore Taka, nearly 357 crore has been prepared, 324 crore approved by the PMO and 213 crore contracts signed. Extra subprojects prepared may be used to substitute for ones with serious delays.



BOQs and tender documents, including environmental and social safeguards, are being prepared as subprojects are ready. All contracts are not expected to be signed before March 2012.

MDS along with the BME team has collected information and prepared subproject EIRRs and FIRRs. FIRRs have been prepared for major revenue generating subprojects, but some subprojects for upgrading or with minor revenue are proposed to be financed with full grant funding and may require no FIRR. O&M recommendations are included in all subprojects and are a main aspect of design for drainage and water subprojects. Soil testing and structural design has been prepared as needed.

There is a need for revised/additional staff, equipment, office space, improved pourashava/PIU responsiveness, improved quality control, approval for substitutions, etc. Actions have been taken to make the PMO and the Joint Venture aware of these needs.

Savings in budget funds from late mobilization are needed for equipment, furnishing, transportation and communications expenses, and additional staff.

In the next quarter the remaining subprojects, safeguards, BOQs and contract signing will be completed. Monitoring and supervision are well under way and will accelerate in the next quarter.

Detail of activities performed by MDS team is attached as **Annexure - IV**.

3.5.4 BME Activity

Continuous Benefit Monitoring and Evaluation (BME) of development undertakings stands as an imperative requirement for its Executing Agency, as well as its development partners. In case of UGIIP-2 (a key LGED-project), such BME works are extremely essential for the PMO and as well ADB, GoB's development partner.

The main objective of BME is to scan and monitor to see as to what extent, the undertaken activities are consistent with the project objectives and the benefits it is harvesting vis a vis are being extended to its target populace.

Generally, BME involves: ■ identification of suitable indicators; ■ establishing a system for collection and compilation of data; ■ ensuring quality of data collection and their compilation; ■ assessing and analyzing the collected data; and ■ producing specific reports.

In keeping with said requirements, a BME team was constituted and stationed at the PMO of UGIIP-2. Given below is brief depiction of the developments to-date (from the project-start to end-Dec'11 & includes some reiteration from the previous quarter's report).

To begin with, the team made a thorough review of the DPP and all relevant project-related documents of UGIIP-II, especially the components related to physical infrastructures and urban reforms, socio-economic benefits eyed to reach the local stakeholders and target groups. In the process, formats were developed by identifying the indicators for performance monitoring of the seven activities under UGIAP -1 that include formation of TLCC, WLCC, CBO, TPO and Gender Committee, Preparation of PDP and Interim Assessment of Holding Tax. Consequent upon obtaining the PD's approval, those were used for monitoring the UGIAP activities. The team also developed several reporting formats for PMO which were used for monitoring and reporting training and other activities.

The survey instruments, indicators, the methodologies and the questionnaires (instruments) and formats along with pertinent ToR to conduct initial baseline socio-economic survey have been developed and approved by the PMO.

The processes to environmental clearance of sub-projects and social safeguard issues and procedures related to LA and compensation to the PAPs were developed. The checklist of IEE and the methodology to safeguard environmental aspects in sub-projects were also developed. Similarly, socio-economic and poverty indicators related to social and environmental safeguards have been established for PM and BM of the project benefits. The LA processes and distribution procedure of compensation to affected persons were subsequently developed.

Purpose-based formats and instruments were developed and administered for initial assessment of performance of UGIAP I activities. The criteria and formats were subsequently revised on receipt of feedback from the field. The monitoring of UGIAP activities through field visits, formats and instructions are still on. In effect, PME team is exclusively keeping track of development on the implementation and adherence of UGIAP-2 requirements.

Inception Report was compiled and submitted to the PMO. One major activity performed by the BME team included completion of 'BME Report on UGIAP-I' (1st Report of BME). The report is a concurrent evaluation of institutional reforms under UGIAP-I. The main theme of the approach had been participation of citizens in the management of the PSs. From the responses, it is established that the PSs successfully met the criteria for institutional improvements and preparation of the PDP for fund allocation.

During the quarter (Oct-Dec'11), requisite survey instruments and Indicators have been developed for BME of UGIIP-2. Formats and questionnaires have also been developed for periodic BME survey UGIAP-II, Social and Physical Infrastructures and Facilities.[please see specific section below on developments in Oct-Dec'11 quarter].

The initial benchmark survey (BMS) report submitted by DDC (sub-contracted to ENRAC) were put out for field verification so as to assess the applicability of the benchmark data for use by BME for benefit monitoring. Subsequently, corrected reports on individual pourashavas (35 of them) were resubmitted, that now awaits final endorsement/acceptance by the PMO.

A comprehensive BME framework to use BMS data for ongoing BME has been developed (please see below – Attachment 2) in line with the Design and monitoring Framework (DMF). As a starter for of periodic BME survey, instruments and formats were developed and test-run at Jamalpur Pourashava. Based on the experience of the test run and with the advice of the PMO, the instruments so improved shall be used for further survey during the remaining period of 2nd phase and 3rd phase of the project.

Important activities during Oct-Dec'11 Quarter

During the Oct-Dec'11 quarter, UGIIP-2's project-specific indicators have been identified and evolved. The exercise involved development of measurable indicators embracing all three major aspects of output, outcome and impact. It was done keeping ADB informed of the process, wherein efforts were made to keep the number of such indicators to a minimum, but certainly addressing the requirements of their ability to reflect of the project benefits (relevance, tangibility and measurability were the factors) so harvested. In the process, the delineation of project DMF was kept in direct focus. A copy of the framework so developed is given in Attachment-1.

During the quarter, a requisite set of instruments (questionnaire) and their associated formats for a periodic BME survey of the project's Social and Physical Infrastructures and other facilities have been evolved by the BME team. While doing so, interactions were held several times with the TL of the project's PME team, so as to include required areas in UGIAP-2 context, eyeing to get the perception/views of the different stakeholders at the Pourashava level.

Subsequently, a pilot run of the instruments and formats so developed, was conducted at Jamalpur pourashava in mid-Dec'12. A detailed report on the survey and findings has already been prepared by the team (Final report is yet to be submitted). However, a summary of the findings is given in the Attachment-2 of this report.

Apart from these, efforts were made to obtain from the field certain specific BME Framework-related data that were missing in the Benchmark Survey. It includes traffic survey data on all project-financed roads that have been taken up for development in phase 2 of UGIIP-2 (collection process is still on).

Detail of activities performed by BME team is attached as Annexure - V.

3.5.5 PME Activity

The Urban Development Expert and Team Leader, Performance Monitoring and Evaluation (PME) is being working under the overall supervision and guidance of the Director, UMSU. The PME team has also been working in close coordination with Project Monitoring Office (PMO), Project Implementation Units (PIUs) and Urban Management Support Unit (UMSU), Governance Program Development (GPD) and Governance Improvement and Capacity Development (GICD) consultant teams. The main objective of PME is to support the UMSU and the PMO in the field of monitoring and evaluation of UGIAP activities and ranking of Pourashavas based on the performance of UGIAP. Evaluation of each of the Pourashava is mandatory at the end of each phase for ranking by the MPRC for fund allocation. The PME is also supporting the MPRC in the relevant field of evaluation and ranking.

In view of the above, the following activities have been performed during October-December, 2011 quarter based on the designed activities in the TOR.

- Supervision, monitoring and daily updating of data base of UGIAP Phase II activities and finding of laps and gapes in the submission of quarterly progress reports of the Pourashavas.
- Reviewed the progress reports and identified the issues to be addressed as per TOR for improvement of UGIAP Phase - II activities.
- Prepared quarterly progress report based on quarterly progress reports of the Pourashavas and provided updated information to the Director, UMSU, Project Director & Deputy Project Directors, UGIIP-II.
- Conducted several discussions with the Project Director and Deputy Project Director on data analysis of the quarter and findings on the performance of UGIAP Phase II activities based on the quarterly progress reports.

- Conduct interaction meeting with the GICD Team Leader and Deputy Team Leader on the progress and gaps and gapes of UGIAP activities of Phase –II and highlighted the issues to be address in the coming quarter for improvement of UGIAPA Phase II activities.
- Conducted interaction meeting with the BME Team Leader on designing the questionnaire for BME survey of UGIAP activities of Phase –II.
- Conduct interaction meeting with the GPD consultant team on the follow up of TLCC meetings and the process of providing feed backs to the respective Pourashavas for improvement of UGIAP Phase II activities and effective involvement of TLCC members in the UGIAP activities.
- Reviewed the findings of new entry and discussed with the Director, UMSU for presentation in the MPRC meeting.
- Prepared draft working paper and PowerPoint presentation on the progress of project activities and new entry for MPRC meeting held on the 25th January, 2012.

Detail of activities performed by PME team is attached as **Annexure - VI**.

3.5.6 Capacity Development and Training

With a view to improved skill and capacity of the concerned officials of Pourashavas including Executive Engineers/Assistant Engineers, Accounts Officer and Account Assistant, Secretary of Pourashavas, TLCC and WLCC members, CBO Executive Committee Members, Gender Committee Members, 830 batches of training sessions have been conducted participated by a total of 25,021 participants including 18,133 male and 6,888 females. Participants are taking part actively in these training program and Pourashavas are incorporating these in the QPRs.

Details orientation/training courses in attached as **Annexure – VII**.

3.6 Procurement Status

3.6.1 National Competitive Bidding (NCB)

All together, 17 packages for procurement of different types of goods have been invited tender, awarded and the delivery of the goods completed.

Detailed of the procurement status is attached as **Annexure- VIII**.

3.6.2 International Competitive Bidding (ICB)

All together 15 packages for procurement of different types of goods have been prepared out of which 13 packages have been invited tender. Goods under 10 packages (cross country vehicle, double cabin pick-up, vibratory and static road roller, garbage dump truck etc.) have been delivered. Goods for another 3 packages are in the process of different stages of delivery.

Detailed of the procurement status is attached as **Annexure- VIII**.