

**Local Government Engineering Department (LGED)**  
**Second Urban Governance and Infrastructure**  
**Improvement (Sector) Project (UGIIP-II)**

**Performance Monitoring and Evaluation (PME)**  
**Quarterly Progress Report**  
**(October – December, 2012)**

**January, 2013**

Performance Monitoring and Evaluation (PME)  
Quarterly Progress Report

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## Executive Summary

The Urban Development Expert and Team Leader, Performance Monitoring and Evaluation (PME) are 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 the quarter based on the designed activities in the TOR.

- Supervision, monitoring and daily updating of data base of UGIAP Phase III 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 - III 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 III 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 –III and highlighted the issues to be address in the coming quarter for improvement of UGIAPA Phase III activities.
- Conducted interaction meeting with the GPD team on development of guideline for preparation of of TLCC quarterly meeting minute highlighting the qualitative and quantitative progress of UGIAP implementation including the suggestion and recommendations of the TLCC members for effective implementation of UGIAP and governance improvement of Pourashava services.
- Developed Data base format for PSs in Bangladesh and already completed the data entry on establishment year, class, area, holding and Population of 313 PSs. Data Entry of information on holding tax and non-tax revenue is in progress.
- Visited Madaripur and Chuadanga Pourashavas to observe the TLCC quarterly meeting and to discuss the roles and responsibilities of TLCC member for improvement of governance of Pourashavas.

## SECTION ONE

### Background

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#### 1.1 Introduction

Second Urban Governance and Infrastructure Improvement (Sector) Project (UGIIP-II) has been started since January 2009 with the financial assistance from the Government of Bangladesh, and Asian Development Bank (ADB) together with co-financing from KfW and GTZ for implementation in 35 targeted Pourashavas. Local Government Engineering Department (LGED) is the Executing Agency (EA) of the project. The participating Pourashavas is implementing the project components.

The Second Urban Governance and Infrastructure Improvement (Sector) Project (UGIIP-II) is designed based on the lessons learned from the UGIIP-I for fulfilling the growing demand of urban infrastructure, service delivery and governance improvement. The Project adopts a performance based allocation of investment funds with defined performance criteria including Pourashava's commitment to enhance citizens' participation and governance reform.

#### 1.2 Performance Monitoring and Evaluation

The transparent and fair assessment of performance is critical for a successful performance based fund allocation to the participating Pourashavas. MPRC is responsible for ranking the Pourashavas at the end of each phases based on the performance criteria. For this purpose a PME team consisting of three research assistants headed by an Urban Development Expert (Team Leader) has been engaged to assess the progress and performance of governance improvement activities of the Pourashavas with defined reporting procedures from the PIU to the PMO.

The Urban Development Expert and Team Leader, Performance Monitoring and Evaluation (PME) is been 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) consultants. The Urban Development Expert has been providing necessary supports to Local Government Division (LGD), LGED and MPRC in implementing the mechanism and policy issues in urban sector.

The main objective of PME is to supports the UMSU and the PMO in monitoring, evaluation and ranking of performance of Pourashavas according to UGIAP. The PME is also supports the LGD, LGED and MPRC in the fields of:

- Strengthening performance monitoring
- Strengthening budgetary process of block grant to Pourashavas
- Assisting MPRC in utilizing monitoring to sustain governance reforms in the Pourashavas

#### 1.3 Objective of the Report

The objective of the report is to supports the UMSU and the PMO in monitoring, evaluation and ranking of performance of Pourashavas according to UGIAP and also to support the LGD, LGED and MPRC in the fields of:

- Strengthening performance monitoring
- Strengthening budgetary process of block grant to Pourashavas
- Strengthening other policy issues in urban sector, and
- Assisting MPRC in utilizing monitoring to sustain governance reforms in the Pourashavas

## SECTION TWO

### UGIAP Implementation and Monitoring

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#### 2.1 Introduction

Lessons learnt from implementation of different infrastructure development projects in the urban areas indicated that along with physical provision of services improvement of urban governance through community participation in planning, implementation, management, cost sharing and active local institutions for implementation and management are the most important pre-conditions for sustainability of such project. Based on the success of UGIIP – I, the project adopts a performance base allocation of investment fund as it is proven to be an effective intensive mechanism for governance improvement.

The project considered that, the beneficiary groups would be the central focus for planning, implementation and management of infrastructure services. The project decided to facilitate the community people to understand the issues of decisions making, planning, implementation, financing and identification of infrastructure services need, its problems and solutions thereof for their respective areas through a force of organized community people.

Therefore, the project plans to form Community Based Organization (CBO) at the community level involving community people of an area and or cluster of 200-300 households, Ward Level Coordination Committee (WLCC) at the ward level and Town Level Coordination Committee (TLCC) at Pourashava Level involving different stakeholders of the Pourashava.

One of the components of the project is to improve the governance of the Pourashavas. The Government also committed to strengthen Local Government Institutions (LGIs) through decentralization of policy decisions, resources mobilization and capacity building with special reference to transparency, accountability and financial management. The project therefore, thought that, effective involvement of stakeholders and functioning of TLCC, WLCC and CBO would greatly contribute to the smooth implementation of such urban Governance and Infrastructure Improvement project leading to a sustainable development of the Pourashavas.

#### 2.2 Monitoring of UGIAP Activities

The project developed a chain of monitoring system involving the PME team, project field staff and the PIU and PMO personnel for monitoring the performance of UGIAP activities in terms of progress and process monitoring. The objective of such monitoring is to keep the activities in the right tracts of objectives and goal and to develop the potentialities of different committees formed under this project at different level of the Pourashavas and to assess their achievement in relation to the targeted activities as defined in the UGIAP Phase II.

PME team developed different monitoring tools and techniques for conducting regular monitoring of UGIAP activities. Regional coordinators and facilitators in the Pourashava engaged under GICD consultants and the PIU personnel in the respective Pourashava were responsible for day to day monitoring and supervision of UGIAP activities. The GICD staff facilitate the UGIAP activities and also maintained liaison with the PMO, PIU and stakeholders for necessary cooperation and coordination among the committees leading to the smooth and coordinated implementation of the activities.

#### 2.3 Monitoring Tools and Techniques

Based on the designed UGIAP Phase III activities and tasks, different monitoring formats are developed for monthly and quarterly monitoring of activities. These formats formed the basis of reporting the implementation progress on a monthly and quarterly basis by the participating Pourashavas with the assistance of facilitators engaged under GICD consultants. The designed UGIAP Phase III monitoring formats included the followings.

- **Form 01:** Citizen Awareness and Participation
- **Form 02:** Urban Planning
- **Form 03:** Women's Participation

- **Form 04:** Integration of the Urban Poor
- **Form 05:** Financial Accountability and Sustainability
- **Form 06:** Administrative Transparency

The PME team carried out regular monitoring of UGIAP Phase II activities through field visits and observations, and discussions with the Pourashava authorities, the members of different committees and target community people. Different methods have been used to assess the quality of process of tasks including;

- Focus group discussion
- Community interaction
- Workshop
- Progress review meeting
- Direct observation
- Photograph

## 2.4 Activities of PME Team as per TOR during the quarter

The monthly and quarterly progress reports collected from the Pourashava have been computerizing in a systematic manner using a customaries software program. Details progress of the quarter is presented in the following paragraphs.

- Supervision, monitoring and daily updating of data base of UGIAP Phase III 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 - III 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 III 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 –III and highlighted the issues to be address in the coming quarter for improvement of UGIAPA Phase III activities.
- Conducted interaction meeting with the GPD team on development of guideline for preparation of of TLCC quarterly meeting minute highlighting the qualitative and quantitative progress of UGIAP implementation including the suggestion and recommendations of the TLCC members for effective implementation of UGIAP and governance improvement of Pourashava services.
- Developed Data base format for PSs in Bangladesh and already completed the data entry on establishment year, class, area, holding and Population of 313 PSs. Data Entry of information on holding tax and non-tax revenue is in progress.
- Visited Madaripur and Chuadanga Pourashavas to observe the TLCC quarterly meeting and to discuss the roles and responsibilities of TLCC member for improvement of governance of Pourashavas.

Based on the findings of the monitoring, the PME team provides feed backs to the PMO to facilitate in decision making for refinement of process and activities. The key findings and lessons are also being documenting during discussions and field visits, and disseminating to different committee's concerned for sharing, learning and improvement of UGIAP Phase III activities.

Summary progress of PME activities during the quarter based on the designed TOR is presented in **Table 2.1** and present status of progress of PME activities as TOR is attached in **Annex-I**.

**Table 2.1:** Summary Progress of PME Activities, UGIIP – II (October-December, 2012)

Sl. No	Activities as per TOR	Progress and status of activities
01.	Coordination with PMO, PIUs, UMSU, GPD & GICD Consultants	<ul style="list-style-type: none"> <li>• Maintaining Coordination with PMO, PIUs, UMSU, GPD &amp; GICD Consultants</li> </ul>

Sl. No	Activities as per TOR	Progress and status of activities
02.	Assist PMO and UMSU for collection of performance information from the Pourashavas and counter checking of progress at the ground level of UGIIP – II Pourashavas.	<ul style="list-style-type: none"> <li>Periodic field visits were conducted in the selected Pourashavas during the period to assess and observe the process of UGIAP - III implementation and conducted discussions with respective PIO personnel on the issues of progress and performance of UGIAP Phase – III activities.</li> <li>Data of quarterly progress reports of all Pourashavas have been entered in to the designed data base.</li> <li>Reviewed the progress reports and identified the gaps and laps in the reports and identified the issues to be addressed as per TOR for improvement of implementation process of UGIAP Phase -III activities.</li> <li>Regular feed back systems have also been developed to provide supports to the PMO to keep the UGIAP Phase – III activities in the right tract of implementation and functioning.</li> </ul>
03.	Coordinate with GPD Consultant in preparing training manual/module on UGIAP.	<ul style="list-style-type: none"> <li>Conducted interaction meeting with the GPD team on development of guideline for preparation of TLCC quarterly meeting minute highlighting the qualitative and quantitative progress of UGIAP implementation including the suggestion and recommendations of the TLCC members for effective implementation of UGIAP and governance improvement of Pourashava services.</li> </ul>
04.	Coordinate with GICD team, Counter checking of progress at field level and prepared reports of UGIAP implementation and supports PMO	<ul style="list-style-type: none"> <li>Visited Madaripur and Chuadanga Pourashavas to observe the TLCC quarterly meeting and to discuss the roles and responsibilities of TLCC member for improvement of governance of Pourashavas.</li> <li>Conducted interaction meeting with the GICD Team Leader and Deputy Team Leader on findings and remarks on the process of TLCC meeting and laps and gaps in the implementation of UGIAP – II activities.</li> </ul>
05.	Developed Computerized Data base for PSs in Bangladesh.	<ul style="list-style-type: none"> <li>Developed Data base format for PSs in Bangladesh</li> <li>Completed data entry on establishment year, class, area, holdings and population of 313 PSs. Data Entry of information on holding tax and non-tax revenue etc. is in progress.</li> </ul>
06.	Assist MPRC in preparation of Pourashavas performance monitoring and evaluation report and final selection of new entrants of Pourashavas in the Project.	<ul style="list-style-type: none"> <li>Developed separate data base for analysis of information/data collected from different Pourashavas for performance evaluation of Pourashavas on UGIAP Phase III activities.</li> </ul>

## 2.5 Progress of UGIAP Phase III Implementation

Progress of UGIAP activities as of September, 2012 is presented in **Annex – II**.

## 2.6 Work Plan of PME Team as per TOR

A time bound work plan is prepared considering the designed activities of UGIAP Phase – II and other relevant tasks as illustrated in the TOR and is attached in **Annex – III**.