



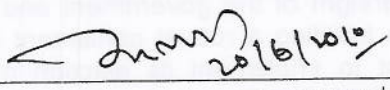
**Government of the People's Republic of Bangladesh**  
**United Nations Development Programme**  
**Project Document**


<b>Project Title</b>	Improving Democracy Through Parliamentary Development
<b>UNDAF Outcome(s):</b>	The human rights of children, women, and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance.
<b>Expected CP Outcome(s):</b> <i>(Those linked to the project and extracted from the CPAP)</i>	1.1 Functioning parliamentary oversight and accountability mechanisms
<b>Expected Output(s):</b> <i>(Those that will result from the project and extracted from the CPAP)</i>	1.1.1 Enhancing democratic practices through strengthening the working of the Parliament, its infrastructure, capacity and knowledge management.
<b>Implementing Partner:</b>	Bangladesh Parliament

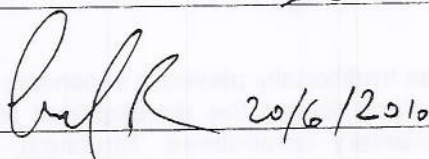
**Brief Description**

With the re-establishment of parliamentary democracy in Bangladesh, following the elections of December, 2008, there is a need for UNDP to support the elected parliamentarians to ensure they are able to fulfill their functions in a democracy. Through the use of long-term technical advice, supplanted by the provision of knowledge and institutional support, the project will use key entry points to enhance the capacity of the Bangladesh Parliament. The entry points will include support to the Parliamentary Parties, Standing Committees, the Office of the Honourable Speaker and the Secretariat. New entry points will be created through the development of a better relationship between Members of Parliament (MPs) and the citizens of Bangladesh and through the use of multi-party issue-based caucuses.

Programme Period: <u>2010-2014</u>  Key Result Area (Strategic Plan): Democratic Governance  Atlas Award ID: _____  Start date: <u>1 July 2010</u> End Date: <u>30 June 2014</u> PAC Meeting Date: <u>9 November 2009</u> Management Arrangements: National Execution	Total resources required: USD 11.9 m Total allocated resources: USD 11.2 m <ul style="list-style-type: none"> <li>• Regular (UNDP): USD 3.9 m</li> <li>• Other:             <ul style="list-style-type: none"> <li>◦ Netherland: USD 3.3 m</li> <li>◦ KOICA: USD 4.00 m (under negotiation)</li> </ul> </li> </ul> Unfunded budget: USD 0.7 m GOB cash & In-kind Contributions: USD 14,561
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Agreed by Economic Relations Division (ERD):  20/6/2010

Agreed by Bangladesh Parliament:  20.6.2010

Agreed by UNDP:  20/6/2010

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## I. SITUATION ANALYSIS

The Bangladesh Parliament is a unicameral legislature consisting of 300 directly elected seats and 45 reserve seats for women elected by the directly elected members of parliament. The 9<sup>th</sup> parliament convened in January 2009 after voters went to the polls to elect a new parliament on 29 December 2008 for the first time in seven years. The Grand Alliance led by the Bangladesh Awami League (AL) won an overwhelming majority of seats (262 out of 300) in the new parliament and once again elected its leader Sheikh Hasina as the Prime Minister.

Eight political parties are represented in the 9<sup>th</sup> Parliament: They are: Awami League (AL), Bangladesh Nationalist Party (BNP), Jatiya Party (JP), Jatiya Samajtantrik Dal (JSD), Workers Party (WP), Bangladesh Jamaat-i-Islami (BJI), Bangladesh Jatiya Party (BJP) and Liberal Democratic Party (LDP).

First-time Members account for more than half of the parliament and 19 women were directly elected, the highest number since the country's independence; and it is most notable that the Prime Minister, Leader of the Opposition, Home Minister and Foreign Minister are all women.

The 8<sup>th</sup> parliament, elected in 2001, was led by the Bangladesh Nationalist Party (BNP) in a coalition government until its tenure came to an end in October 2006. The BNP government transferred power to a Caretaker Government to oversee elections scheduled for January 2007. However, political unrest led to the cancellation of the 2007 election and the declaration of state of emergency followed by two years of Caretaker Government rule.

For two years, the Caretaker Government pursued a political reform agenda and paved the way for the highly acclaimed election that saw voters' turnout in record numbers on 29 December 2008 to elect the new parliament. Following significant reforms to the electoral process including political party reforms and the creation of a highly accurate and credible photographic voter list, the Election Commission enjoyed high levels of public confidence.

The parliament is at an important juncture in the history of the country; following the two-year gap in democracy and with its campaign for change and Vision-2021, the people of Bangladesh have very high hopes and expectations of the new government and the ninth parliament. The provisions of *The Constitution* also anticipate and provide for a parliament that is an effective legislature, can ensure oversight of the government and represents the interests of the people of Bangladesh<sup>1</sup>. Success in building a robust parliament is dependent largely on the commitment of the elected government to implement its election manifesto relating to strengthening Parliament and the parliamentary authorities taking bold steps to reform and modernize the parliament's working methods and to strengthen its resources, both human and technical. The UNDP needs assessment missions of 2008 and 2009 confirmed that the parliamentary authorities appear to have that commitment.

The Bangladesh Parliament has traditionally played a secondary role vis-à-vis the executive which has dominated the Parliament and limited the development of effective oversight and scrutiny mechanisms including parliamentary committees. Structural, procedural and political factors impact on the capacity of Parliament to be an effective check and balance on the executive and

<sup>1</sup> Transparency International Bangladesh, *Role of the Parliament and Members of Parliament: Charter of Citizen's Expectations* (Dhaka, March 2009)

effectively review government policy and expenditure. Strengthening and empowering the Parliament requires an effective, proactive and responsive Parliamentary Secretariat which has the capacity to meet the demands and needs of the Speaker and Members. This requires a clear and broadly supported strategic and corporate plan and business processes linked to specific time based activities and outcomes. Resources for Members are required to meet the corporate objectives and allow Members to undertake their work more efficiently and effectively. Members require the necessary research and library services while committee secretariat support and legislative support needs to be strengthened so that the staff are provided with the skills, expertise and resources to effectively deliver a broader range of services that would allow the parliament to fulfil its Constitutional mandate. Increased professional, impartial and expert services for Members will result in the legislature being less dependent on executive support and improve its capacity to undertake effective scrutiny of government action and expenditure of public funds.

Given the new political environment following two years of rule by the Caretaker Government and a parliament that has many young and new members, many of whom campaigned for change, it is an opportune time for donors to support a program designed to strengthen and modernize parliament and enhance the capacity of its members and enable the secretariat to strategically and effectively deliver the procedural support and other services and resources required by the Speaker and members.

Several attempts have been made over the years in collaboration with development partners to improve the effectiveness of the parliament in undertaking its mandatory functions of law making, oversight and representation. Noteworthy among them was the initiation in 1997 of the Strengthening Parliamentary Democracy (SPD) Project, a UNDP-Bangladesh Parliament joint endeavour to institutionalize parliamentary democracy in general, and strengthen the parliament in particular. SPD assistance spanned the 7th and 8th parliaments (1997-2007). It undertook activities in the following seven areas: revision of rules of procedure<sup>2</sup>, reorganization of the Parliament Secretariat, improving effectiveness of committees, especially finance committees, capacity support to Members, promoting gender balance in parliament, promoting public awareness of parliamentary deliberations and strengthening parliamentary security.

Independent evaluations indicate that while the SPD project had some notable achievements it was unable to achieve all of the proposed outcomes. A 2006 study observed that the SPD activities improved the capacity and effectiveness of the Parliament Secretariat, increased awareness among Members on the importance of committees for government oversight, and brought parliament into the computer age and the network era. The SPD project also produced important knowledge materials such as a 600-page book on rules and procedures of parliament, ten monographs on different parliamentary issues, one monograph and one book on comparative committee systems. It had also helped the Parliament set up a visit cell within the Parliament Secretariat to encourage the public to visit the Parliament.

However, while the SPD project had many achievements it also faced many challenges that limited its long term impact. The final evaluation of the project explained the challenges in the following way:

*"The highly adversarial relationship between the government and the opposition has detracted from its potential benefits as have the focus on hardware without the 'software'. While hardware can be supplied, it is more difficult to develop the formal and informal practices and procedures in the workings of Parliament that lead to greater effectiveness and responsiveness"*<sup>3</sup>.

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<sup>2</sup> Soliman, M. and Kendra Collins, Advisory Opinion on the Reform of Rules of Procedure (Volumes 1-3) (Dhaka, SPD, 1999)

<sup>3</sup> Nelson, S et al. al., Strengthening Parliamentary Democracy: Final Evaluation Report (Bangkok, UNOPS, December 2006), p.1.

Building on the experience and the lessons learnt from the SPD project what is now needed is to continue with the activities that the SPD pioneered but could not complete such as strengthening the Parliament Secretariat, encouraging the revision of Rules of Procedure, strengthening the committees, bringing the Parliament into the digital era, generating knowledge materials for both members and parliamentary officials, and to undertake new activities such as encouraging cross-party collaboration on important issues and providing institutional means for promoting research and information services for members and engaging effectively with members of the public.

The need for continuous support to strengthen parliament remains essential for a number of reasons: firstly, to improve and develop Parliament's scrutiny and accountability mechanisms; secondly, to develop opportunities for multi-party dialogue; thirdly, to increase the independence and professionalism of the Parliamentary Secretariat for the parliament; and fourthly, the predominance of newcomers in the ninth parliament elected in December 2008. This project will focus on addressing these challenges in its support for parliament.

A further reason for support to the parliament is the need for greater engagement by the Parliament with the public including through the operations of the standing committees and through the provision of access to important public information such as parliamentary debates, committee reports and Bills and Acts. This work is also a priority for the Government which has committed itself to ensuring the country is digitalized by 2021 as part of its Vision 2021.

Digitization may be considered a necessary but not a sufficient condition to make parliament effective. Much of what the Parliament Secretariat can do to fulfil its role depends upon the way those charged with providing services carry out their duties. Building a unified, independent, professional and impartial secretariat will be an important focus of the project and will ensure that the Parliament retains its institutional knowledge and memory which is vital to the provision of accurate and timely procedural and administrative advice to the Speaker and Members. Addressing the corporate structure, makeup and independence of the Parliament Secretariat is also an essential component of making the parliament of Bangladesh a proactive and responsive parliament.

The election of a large number of first-time Members necessitates the use of more energy and resources to strengthen their knowledge of the role, functions and operations of Parliament. As previously noted support is required to strengthen the resources and support services provided to members, particularly new members and women members.

In order to meet the 2006-2010 UNDAF outcome of progressively fulfilling the human rights of women, children, and the vulnerable, the Government of Bangladesh continues to require support to strengthen the foundations of democratic governance particularly through support to Parliament as the primary institution of governance.

### ***Stakeholder Analysis***

There are a number of key stakeholders, based on groupings, with regard to this project. Nevertheless, given the role of Members in representing all the citizens of Bangladesh, everyone in the country is a potential stakeholder in this project.

Members of Parliament are of course the essential stakeholders and beneficiaries of the project. The objective of the project is to enhance the capacity of Members in their ability to pass quality legislation, scrutinize the government and represent citizens. A significant challenge for the project is to manage the relationship with members. As senior officials in Bangladeshi society, the project design recognises and respects their position while focussing on providing assistance to them in terms of new and effective methods of conducting their work. With many new Members there is an opportunity to provide support which builds greater understanding of the roles and responsibilities of members in terms of representation, legislation, and oversight, particularly in terms of their

relationship with their constituents and their role within parliament.

As has been noted elsewhere in this project document, a key element to an effective parliament is the engagement of the Opposition Bench in parliamentary activities – something that has been lacking in Bangladesh. The opposition must be considered a separate stakeholder for this project and in so doing, the project must constantly consider the needs of the Opposition Bench while formulating and implementing outputs. If the project fails to consider the needs of the opposition throughout the life of the project it will make a fatal error that will have a significant impact on the long term viability of the project.

The Speaker (including the Deputy Speaker and the Office of the Speaker) are important specific stakeholders. The political engagement of the office and the officials is vital to a successful project. The Speaker and Deputy Speaker have a crucial role to play as the administrative head of Parliament, the final arbiters of plenary session disputes and as the chairpersons of key standing committees and as a result support to these officials is vital.

The Secretary to the Parliament is also one of the most crucial positions in any parliament and Bangladesh is no exception. The Secretary provides critical support and advice in a timely manner to the Speaker and Members and is administratively responsible for managing the Secretariat and the project to deliver results. Equally the Parliamentary Secretariat is also a critical stakeholder. The secretariat manages and delivers virtually all services to the Speaker and Members and sustains the institutional memory of the organisation. As such it is essential that the secretariat is supported and is recognised as an efficient, professional and impartial service oriented body.

Citizens, particularly women and youth, are key stakeholders for the project. This project is focused on the delivery of service to citizens by the parliament undertaking its role and function effectively and by Members having the capacity and resources to work for and engage with their national and local constituencies effectively.

Stakeholders:

Incentives/Interests/Expectations

Stakeholder	Incentives/Interests/Expectations
Parliamentarians (Re-elected)	<p>After an interim period under the Caretaker Government (CTG), the Awami League and the other parties on the Treasury Bench have a number of Members who have been elected for a number of terms. These Members have a strong constituency base. Some understand the need to approach politics differently than in the past and are optimistic the 9th Parliament will seek reforms in the manner in which parliament conducts its work.</p> <p>For the Opposition Bench Members that were re-elected, it is a matter of finding new ways of engaging fully in the democratic processes provided for in the Constitution.</p>
Parliamentarians (New MPs)	<p>Newly-elected Members are not as strongly bound by the old relationships between the two main political parties or the relationship between Members and citizens. They are generally younger, well educated and enthusiastic and knowledgeable in the use new technology. They make up more than half of the Members in the parliament, with 164 of the seats in the parliament being held by newly-elected Members.</p>
Parliamentary Service	<p>Certain members and staff strongly support a secretariat staff who are committed to dedicating their career to parliamentary service.</p>
Citizens and expert representatives	<p>The expectations of citizens with regard to the Parliament of Bangladesh are perceived as low. If Parliament and its committees begin to undertake the full range of responsibilities envisioned in the <i>Constitution</i> and if citizens are</p>

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	<p>provided with alternative models of interaction and relations with their Parliament and its Members they may embrace a new relationship with the institution and those elected to it.</p> <p>If Members are better capacitated to perform their representative and legislative roles, citizens can benefit from issue based dialogues and legislation that prioritized on the needs and concerns of citizens.</p>
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The Secretary to the Parliament is also one of the most crucial positions in any parliament and is responsible for ensuring the smooth running of the institution. The Secretary's role is to provide support and advice to the Speaker and Members in a timely manner. The Secretary is also responsible for managing the Parliament's administrative and financial affairs. The Secretary is also responsible for ensuring that the Parliament's work is carried out in a timely and efficient manner. The Secretary is also responsible for ensuring that the Parliament's work is carried out in a transparent and accountable manner. The Secretary is also responsible for ensuring that the Parliament's work is carried out in a way that is consistent with the values and principles of the institution. The Secretary is also responsible for ensuring that the Parliament's work is carried out in a way that is consistent with the needs and concerns of citizens.

Topic	Description
<p>1. The role of the Secretary to the Parliament</p>	<p>The Secretary to the Parliament is a key position in the institution. The Secretary is responsible for ensuring the smooth running of the Parliament and for providing support and advice to the Speaker and Members. The Secretary is also responsible for managing the Parliament's administrative and financial affairs. The Secretary is also responsible for ensuring that the Parliament's work is carried out in a timely and efficient manner. The Secretary is also responsible for ensuring that the Parliament's work is carried out in a transparent and accountable manner. The Secretary is also responsible for ensuring that the Parliament's work is carried out in a way that is consistent with the values and principles of the institution. The Secretary is also responsible for ensuring that the Parliament's work is carried out in a way that is consistent with the needs and concerns of citizens.</p>
<p>2. The role of the Speaker of the Parliament</p>	<p>The Speaker of the Parliament is the highest office in the institution. The Speaker is responsible for presiding over the Parliament and for ensuring that the institution's work is carried out in a timely and efficient manner. The Speaker is also responsible for ensuring that the Parliament's work is carried out in a transparent and accountable manner. The Speaker is also responsible for ensuring that the Parliament's work is carried out in a way that is consistent with the values and principles of the institution. The Speaker is also responsible for ensuring that the Parliament's work is carried out in a way that is consistent with the needs and concerns of citizens.</p>
<p>3. The role of the Members of the Parliament</p>	<p>The Members of the Parliament are the representatives of the citizens. The Members are responsible for representing the interests of their constituents and for participating in the institution's work. The Members are also responsible for ensuring that the institution's work is carried out in a transparent and accountable manner. The Members are also responsible for ensuring that the institution's work is carried out in a way that is consistent with the values and principles of the institution. The Members are also responsible for ensuring that the institution's work is carried out in a way that is consistent with the needs and concerns of citizens.</p>

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## II PROJECT RATIONALE

### *Development Goal and Programme Purpose*

The development goal is for a Parliament that effectively fulfils its role as a legislative, representative and oversight body according to the Constitution of Bangladesh.

The programme purpose is to enhance democratic practices through strengthening the working of the Parliament, its capacity, knowledge management and infrastructure.

As one of the three arms of government, the influence of parliament in supporting the achievement of global objectives such as poverty reduction, peace and stability, and the MDGs is well recognized.<sup>4</sup> However, it is also important to recognise that the effectiveness of parliament in playing this role also depends on the effective operation of the other branches of government. Acknowledging these inter-dependencies, and cognizant of the limitations of any single project to address the full range of governance issues facing Bangladesh the project will focus on maximizing its effectiveness within the scope of its direct sphere of influence, while also supporting the efforts of other partners to work with the parliament to address issues within the scope of their mandates.

It is also recognized at the outset that the process by which any parliament strengthens and matures in its capacity to fulfil its roles and functions, particularly vis a vis executive power and control, is historically a long and complex one. While the project will create the potential for the parliamentary administration to become a resilient and functional institution over the long term, achievement of this potential is still contingent on external factors such as continued support from the Executive on budgetary and staffing matters, and budgetary support and technical assistance from the project. Entrenchment and consolidation of the achievements will require continued investment and support from donors and the government of Bangladesh

### *Beneficiaries*

The Speaker and Members of Parliament and the Parliamentary Service are the chief beneficiaries in terms of project outputs as it is through their work in Parliament and in their constituencies that the above mentioned benefits will flow including an enhanced perception of their work amongst the citizens of Bangladesh.

This project is designed to deliver reforms in parliament which will, overtime, impact on all people in Bangladesh through better laws, better governance and better representation. The project also includes targeted interventions and a design structure which enables the parliament to deliver benefits for the most poor, vulnerable and excluded. Excluded groups include: women, indigenous people, religious minorities, people with disabilities, the elderly, occupational groups (such as sex workers and fishers & street/working children) and people living in hard-to-reach areas & urban slums. Social exclusion and poverty are closely related and overlapping issues. Social exclusion causes poverty and keeps people poor. The project aims to assist Parliament reduce social exclusion through programmes that protect and promote the human rights of all citizens and promote policies that address the Millennium Development Goals (MDGs). Broad strategies to address social exclusion include the provision of information to Members of Parliament to allow

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<sup>4</sup> For example, the World Bank has noted that 'One of the best tools a nation has at its disposal for managing conflict and poverty is parliament. Parliament is a prime institution through which to address the divergent interests of multiple groups because of the nature of the parliamentary process and parliaments' ability to build relationships within parliament and within the broader community. The role of parliament in conflict-affected countries becomes even more pronounced when you consider the correlation between poverty and conflict; by addressing issues of poverty, equitable distribution of resources and economic development parliamentarians can attempt to guard against the creation of an enabling environment that is prone to the escalation of conflict.' O'Brien, M, (2005), Parliaments as Peacebuilders: The Role of Parliaments in Conflict-Affected Countries, The World Bank.

them to champion policies to address the problems of exclusion and marginalisation; the engagement of MPs with excluded groups through committee and constituency work, public consultations, multi-party caucus discussions and committee inquiries directed at human rights, MDGs, climate change and gender issues. The project will particularly support the standing committees of the Parliament of Bangladesh to conduct public consultations and to effectively consider excluded groups when scrutinizing draft laws and overseeing the activities of government.

Women, in particular, are a focus of the project. The Constitution of Bangladesh upholds women's equal rights at all levels. The new government has stated its commitment to furthering the status of women, and welcomes development partner support. High rates of violence against women and sexual abuse is especially disconcerting. Gender-based violence is a serious and growing problem. Women's participation in the labour market is both steady and strikingly low at around 29% compared to 87% for males. In order to ensure some or all of these challenges are addressed by the 9<sup>th</sup> Parliament, gender interventions for this project will include specific support to women MPs. Currently there are 18 women elected to parliament via the constituency system and another 45 women Members elected through designated seats. There is some concern that the women elected through designated seats are being marginalized. The project will work with all women MPs, through support to the Treasury and Opposition Benches, to provide additional technical advice and knowledge transfer to support their efforts to be effective members. Male members will also be engaged to champion gender issues in their electorate and in their committee work. As noted above, the project will pursue avenues such as establishing a multi-party caucus on gender issues and strengthening relevant committees to create opportunities to address gender issues and engage effectively with relevant stakeholders and members of the public. . . This will build on the work already done by the UNDP Strengthening Parliamentary Democracy Project (1997-2007) in which a women's caucus was established during the 8<sup>th</sup> Bangladeshi Parliament. The project will also make support for the Standing Committee on Women and Children a priority to ensure the committee is able to promote action on these important issues.

### *Methodology*

Given the situation, any project that is to work with the Parliament of Bangladesh must ensure capacity development is strategic and focused on the key challenges preventing the parliament from fulfilling its mandate as the key institution of democracy in the country. It is also important to consider the methodology to be used in implementing any project within the parliament.

This project will use key entry points to the Parliament of Bangladesh to provide support to the Members of Parliament (Members) and the parliamentary institutions (e.g. - Office of the Speaker, Standing Committees). Work will be conducted primarily through enhancing the capacity and service levels of the Secretariat particularly in terms of support to Members.

With regard to methodology, the project will utilize long-term technical assistance as a primary means of capacity development. Such advice and support will be backstopped by knowledge materials and knowledge dissemination and the provision of select infrastructure where it is necessary to ensure members and staff have the facilities to do their respective jobs.

The use of long-term technical advice maximizes the competitive advantage of UNDP in the field of capacity development. With a mandate for neutrality, the Country Office in Bangladesh with a Governance Cluster, and access to technical advice locally, regionally and globally, will be able to support permanent international and national technical advisers. In turn, UNDP can build strong and trusting relationships with Ministers, members, senior leaders within the parliament, and the secretariat. It is through these relationships that knowledge can be transferred most effectively and results can be more concrete.



While UNDP has the capacity to provide long-term technical advice to the parliament, the project will consider the advantage of working with implementing partners to provide some of the services for which another institution may be better able to administer. Some organizations that work with parliaments, such as the Commonwealth Parliamentary Association (CPA), with strong contacts in over 100 parliaments, may be better suited to organize international study tours that are identified as necessary in the project document. Work with parliamentary parties may be an outcome that is more conducive to the German Stiftungs or the Westminster Foundation for Democracy (WFD). The establishment of multi-party caucuses may be supported by the Netherlands Institute for Multi-party Democracy (NIMD). Such organizations do not currently have the capacity to deliver long-term project outcomes in Bangladesh, but by partnering with UNDP, their technical expertise and network connections can be maximized.

The project will use the above-noted methods to develop a positive change management culture which empower Members, staff and parliamentary leaders to develop the solutions to the challenges being faced by the parliament.

### Integration of cross-cutting themes

Parliament plays a fundamental role in establishing the rule of law, protecting human rights, overseeing transparent governance processes, and ensuring national compliance with international obligations. As the supreme law making body in Bangladesh, the decisions of the Parliament have a major impact on issues facing society, such as peace and stability, the Millennium Development Goals, human rights and gender equality and equity. The parliamentary administration provides services to support effective decision making in these areas, by supporting the efficient conduct of the National Parliament in the chamber and in its committees, as well as by providing a range of other services and facilities for Members.

The Government of Bangladesh faces a number of pressing issues that are confronting the country, including (to name a few):

- delivering effective and efficient services in key social sectors such as health and education;
- ensuring sustained and equitable economic growth and reducing poverty in the face of unsustainable resource use and high population growth;
- achieving sustainable use and management of environmental and natural resources and managing the impact of climate change; and
- addressing gender inequality;

How it chooses to address these issues is a matter for the Government to determine. However, by improving the performance of parliament so that it can better represent its constituents, scrutinize the actions of the Executive and make sound law, conditions are created that facilitate greater equity and increased access to essential services such as education and health services for the many who currently lack adequate access and protection.

Pursuit of activities explicitly focused on cross-cutting themes will need to be integrated within the overall work program of the project and considered carefully, cognizant of the need to maintain support for the parliament in its key functional areas, of the level of support for such activities within the parliament, and of the legislative mandate within which any parliamentary administration has to work. An indicative approach to integration of cross-cutting issues will be as follows:

- **Gender:** gender mainstreaming will be addressed through specific support to women Members as part of a multi-party caucus on gender and via the Standing Committee on Women and Children. Activities will consider gender implications for all outputs and all knowledge material developed will encompass a gender component. Specific activities focused on gender may include: ensuring gender messages are a central component of parliamentary education initiatives; ensuring human resources management systems are gender sensitive;

development of a gender policy for the Parliament; facilitating introduction of a social impact assessment of legislation along with the introduction of a economic impact assessments; appointing a gender focal point within the parliamentary secretariat; and supporting women's access to parliamentary committees inquiries, where appropriate;

- **Human Rights:** Human rights will be considered through such means as a multi-party caucus on the issue and through the support to standing committees where special emphasis will be given, among others, to committees that consider human rights issues.
- **Peace and Conflict:** Specific activities focussed on peace and conflict issues will include support to relevant standing committees and providing greater opportunities for Parliament to debate issues of national importance and thereby raise and debate and address issues that have potential to cause conflict within communities or more broadly across the nation,
- **Anti-corruption:** the project will address anti-corruption through specific outputs to enhance the knowledge of MPs and constituents with regard to the issue and to develop key rules to promote greater accountability of members, and
- **Millennium Development Goals and poverty reduction:** Specific activities focussed on the Millennium Development Goals and poverty reduction may include support to standing committees dealing with issues relating to social and economic development as well supporting parliamentary committees to engage more closely with constituents through the conduct of committee inquiries in rural areas and assist subject matter experts to provide evidence to parliamentary committees. These activities will assist the reports of committees to Parliament to contain useful, practical, relevant and cost effective recommendations to Government on the complex issues relevant to meeting MDG commitments.

As has been observed by UNDP previously, 'responsive and accountable institutions of governance are often the missing link between antipoverty efforts and poverty reduction.'<sup>5</sup> A strong and effective parliament which scrutinizes the government and government policies will result in actions and policies that will assist meeting MDGs, improving protection of people's human rights, and reducing the risk of violent conflict, amongst other things.

 <sup>5</sup> UNDP, (2000), *Overcoming Human Poverty*.

## Outcomes:

The project is designed under a simple structure based on the key functions of parliamentary institutions. This structure leads to a single outcome, which focuses on the three primary functions of all parliaments; i.e. law making, representation, and oversight of the executive. The project outcome is:

*The Parliament of Bangladesh effectively fulfils its role as a legislative, representative, and oversight body according to the Constitution of Bangladesh.*

The Parliamentary Secretariat is a key mechanism through which this outcome will be achieved by strengthening its capacity to deliver services in the core functional areas of, procedural services, committee services, information services, corporate services, and parliamentary education and community engagement services.

The proposed outcomes–outputs structure is presented below. It aims to clearly align project outputs and outcomes and address the issues discussed above. Overlap between project outputs, whilst inevitable to some extent, is minimized so as to ensure clear lines of reporting and a strong basis for monitoring and evaluation.

The outcome will be achieved through activities focussed on the following outputs:

1. The Parliament is supported by an independent, capable and service oriented Parliamentary Secretariat;
2. Parliamentary committees are able to effectively scrutinize executive action, review public policy and the expenditure of public funds and take Parliament to the people;
3. The Speaker and Members of Parliament have the necessary support and resources to effectively undertake their respective roles and responsibilities;
4. Parliament is able to effectively engage with the people of Bangladesh.

If the outcome of the project is the long-term vision of what the parliament will be capable of after the project is complete, then outputs are the means by which the project will accomplish this important goal.

The outputs reflect the necessity to address the three core functions of a parliament: law-making, oversight and representation. They also reflect the fact that these functions are often interdependent. For example, by supporting standing committees, the project will address all three core functions because committees are the intersection at which the scrutiny of draft laws, oversight of the executive and consultation with citizens meet. Support to these key institutions within parliament can ensure Members are aware and capable of understanding how all three functions intersect and allow members to participate effectively in each of these key roles.

In addition, the outputs reflect the concerns raised by stakeholders during the formulation mission commissioned by UNDP in October 2008 and the mission that drafted this document in April 2009. There was consensus in both cases that if these outputs are accomplished, the parliament will be much more effective at carrying out its functions and the outcome will be achieved.

Each output will be supported on technical matters by a long-term national technical adviser hired by the project and, where necessary, the use of short and medium term international and national consultants to address highly technical areas of work. Study tours and infrastructure support will be utilized where it is deemed as having some benefit to the ultimate objective of encouraging adoption of the output as an institutionalized activity.

## Outcome

The Parliament of Bangladesh effectively fulfils its role as a legislative, representative and oversight body according to the Constitution of Bangladesh

*The Parliament is supported by an independent, capable and service oriented Parliamentary Secretariat.*

- Policy support to the Honourable Speaker
- Support to Deputy Speaker, Chief Whips, Whips and other officers of the House
- Enhance the capacity of the Secretariat
- Ensure effective coordination of support to parliament
- Develop the capacity of the Secretariat to draft legislation
- Modernize the services of the Parliamentary Library
- Establish a Graduate Program.
- Develop an interactive parliamentary website to inform citizens of the work of parliament

*Parliamentary Committees are able to effectively scrutinize executive action, review public policy and the expenditure of public funds and take parliament to people*

- Support committees to scrutinize draft laws, public expenditure and government policies and engage with citizens and stakeholders
- Increase the capacity of committee staff to support the work of committees
- Support Parliament in monitoring treaties and conventions including the UNCAC

*The Speaker and Members of Parliament have the necessary support and resources to effectively undertake their roles and responsibilities of law making, representation and oversight*

- Digitalize Parliamentary Services
- Establishing a research service for Parliament
- Develop effective ICT and Information Services for Members
- Provide enhanced procedural advice and support to the Members and Committees.
- Support to revise the Rules of Procedure of the Parliament
- Support Honourable Speaker and relevant committees through research and drafting a Code of Conduct and procedure asset declaration for MPs

*Parliament is able to effectively engage the people of Bangladesh.*

- Establishing a dialogue with citizens
- Develop a responsive Petitions Committee
- Produce a Parliamentary communication strategy
- Develop and review the Parliamentary Education and community outreach wing
- Pilot town hall meetings as a part of constituency relations
- Develop Induction Programme for all MPs before next parliamentary election

Activities towards successful completion of expected outcomes

**Output 1. The Speaker and members are supported by an independent, capable and service oriented Parliamentary Secretary**

- Technical advice to the Honourable Speaker with regard to secretariat operations, procedural matters, project coordination and other advice as requested
- Provide technical support to Parliament Secretariat develop a corporate and strategic plan, monitoring & evaluation and risk management systems
- Support the establishment of an Aid Coordination Committee
- Based on training conducted, provide technical support to staff draft legislation and amendments
- Support the establishment of ICT infrastructure including members' computer kiosk and library services
- Provide technical advice to develop and maintain interactive website

**Output 2. Parliamentary Committees are able to effectively scrutinize executive action, review public policy and the expenditure of public funds and take parliament to people**

- Provide technical advice to committee chairs and members on committee procedures
- Support committees capacity to effectively hold public hearings
- Based on assessment conducted, provide technical support to staff of the committees to carry out public consultation and public hearings

**Output 3. The Speaker Members of Parliament have the necessary support and resources to effectively undertake their respective roles and responsibilities**

- Provide technical support and training to Members and Secretariat staff to enable them to operate and maintain digital equipment
- Setting up a research service as an institute to create scope and provide research and training for staff and MPs.
- Support and develop the procedural support and resources available to members including opposition
- Support to establish a committee to draft Code of Conduct for MPs and provide technical support to the committee in development and adoption of the Code of Conduct

**Output 4. Parliament is able to effectively engage with the people of Bangladesh.**

- Provide support to establish the cross-party caucuses
- Establish dialogue between cross-party caucuses and the public
- Conduct an assessment of the petition committee with recommendations to improve capacity and support the implementation of the recommendations
- Conduct assessment of current parliamentary capacity with regards to communicating with citizens and produce a draft communication strategy. provide technical advice to implement recommendations of assessment
- Provide support to develop Youth and Women parliament



## Project Deliverables - Outputs:

1. The Parliament is supported by an independent, capable and service oriented Parliamentary Secretariat.

*Capacity of Secretariat staff is enhanced through strengthening the independence of the Parliamentary Secretariat and through organisational change led by corporate and strategic planning.*

Competent, knowledgeable, impartial, professional and proactive services provided to the Hon Speaker and members are a key factor that can contribute to Parliaments effectiveness in accomplishing its major functions. Indeed, "...for a successful management of parliamentary functions a strong and efficient public administration is necessary"<sup>6</sup>. The Staff of the Parliament Secretariat must be competent, knowledgeable, neutral, and dedicated to Parliament. Human resource management policies and practices should be reinforced to maintain knowledge and capacity of staff in house on a stable basis. The project will support the development of a corporate and strategic plan by the Secretariat which following endorsement by the Speaker can be circulated to all Members. The strategic plan will galvanize support within the parliament for achieving agreed goals for the benefit of the Speaker and Members. It will also provide the strategic framework through which the project and other external assistance will support the Parliament and help it achieve its objectives. Support will also focus on developing the Secretariats capacity in corporate, human resource and financial management so that it proactively supports the Speaker and Members undertake their constitutional responsibilities. Annual reports and a proactive website with access to important public information such as Bills, committee reports and evidence and table papers will increase the information available to the public as well as capacity for citizens to engage effectively with the parliament.

Parliament management policies will be supported so that they are aimed at training and preparing staff that are knowledgeable, experienced and impartial. Currently however the turnover and rotation in the Secretariat mean that this knowledge is not always kept within parliament.

The following has been observed:

- A high turnover in the management positions occur:
- Management positions are often recruited from the general civil service (presently 60 out of 127, i.e. close to 50% of the total senior positions).
- Parliamentary staff members are often not highly motivated, because they have constraints in being promoted within the Parliament and tend to get positions outside for the purpose.
- On the other hand, a significant percentage of Parliamentary staff are staff members of Ministries.

Given these facts, the project will support the parliament to establish an independent, impartial, capable and service oriented Parliamentary Service over an extended period of time. The project recognises that the Secretariat is the principal mechanism by which outputs will be delivered and outcomes attained therefore support to the secretariat which results in an acceptance of the need for change and a desire to implement the changes identified in this document as well as that which

<sup>6</sup> Page 54, *Study on the Parliament -Secretariat ,Public Administration at the Service of the House*, Abdul Hashem, 2001 , Bangladesh Institute of Parliamentary Studies

is identified in the corporate planning process discussed above, is crucial to the success of the project. The project will also work to gain acceptance by the Prime Minister and Speaker for the full implementation of Article 79 of the Constitution of Bangladesh, which states that the parliament shall have its own Service. This will include technical support in the creation and adoption of training requirements and human resource rules.

***Develop effective services across the following key functional areas of Parliament:***

- ***procedural support***
- ***committee support (see output 2)***
- ***research and information support***
- ***corporate support***
- ***parliamentary education and community outreach support.(see output 4)***

For the parliament to operate effectively as an independent constitutional office the Secretariat has important responsibilities across a very broad range of service delivery areas. While the critical focus is, of course, procedural and chamber support services to the Speaker, Ministers and Members, the secretariat must also deliver effective services to members across all of the functional areas identified above. This project will work with the Secretariat to deliver the strategic objectives agreed to during the corporate planning process that will commence the project. It is expected that some of the major areas of project support will include:

**Enhanced procedural support through:**

- strengthening the office of the Secretary and the procedural and legislative wings through improved access to procedural precedents such as the rulings of the Speaker and annotated rules of procedures, strategic training and development opportunities, ICT and database development and infrastructure improvements;
- improved production of and access to House Papers and other essential documents such as the minutes of proceeding and notice paper, the daily transcripts of proceedings, tabled papers and bills and motions through changed work practices aligned with training and ICT and infrastructure development such as full text search software and document management systems;
- strengthened procedural support in the drafting of motions and the review and management of questions to be asked at question time through changed work practices aligned with training and ICT and infrastructure developments.

**Enhanced research and information support through:**

- improved production and access to the daily transcripts of proceedings (Hansard) through changed work practices aligned with ICT and infrastructure development such as the digitisation of chamber debates.
- the creation of a small proactive **research service** located near the Library which will focus of the timely delivery of well researched briefings, background papers and other information on Bills and other matters set down for consideration by Parliament as well as providing a rapid response service in relation to the information needs of Members that are made directly with the service. The project will work with the Secretary to realign suitably trained staff as well as employ recent graduates who will be trained to provide these essential services to members. Over the life of the project budget support will be sought from the government so as staff employed under the project have the opportunity to be recruited onto the full time staff of the Secretariat.

*Bangladesh Institute for Parliamentary Studies (BIPS)* was created by an Act of the parliament in 2001. However, for various reasons, the institute has never been made fully operational or supported by a budgetary allocation by the government. BIPS has the



potential to be a rapid response centre for research, learning and training for the parliament however there still exist major impediments to its implementation. The project will engage with other partners and the key stakeholders to support BIPS to become a centre for research if the government and Parliament are able to resolve the current impediments and commit to long term budgetary support to such an Institute. While these matters are being resolved the project will commence immediately to develop an effective research service along the lines of the graduate program described above. The focus of the research service will be to providing a rapid response centre which will provide members with information relevant to matters on the business paper for debate in the house including motions and bills as well as information relevant to current policy issues. The service will focus on being able respond rapidly to the needs of these key stakeholders particularly in terms of the business of the House. Technical support will also be provided to support staff in coordinating services with other sections of the parliamentary secretariat such as committee staff and procedural staff. An extensive training and support program will be provided to all staff according to the strategic objectives established by the Parliament Secretariat.

- the creation of effective and proactive ICT Services with a strong capacity to manage network developments and helpdesk services to Members and their staff. Given the declaration by the Prime Minister to have Bangladesh digitalized by 2021, the parliament can be a lead institution in such an endeavour in order that increased and improved services are provided to Members. The former UNDP project with the parliament invested strongly with regard to infrastructure for the parliament particularly in the area of ICT. This project will focus on services that will make the parliament more efficient – digital transcript systems, research databases, document management, financial management and human resource management systems will be introduces for example. Through an extensive e-parliament needs assessment completed in the preparatory programme the project will have identified priorities which it will work with the Office of the Speaker and the Secretariat to implement. The project will assist the secretariat through high level technical assistance to facilitate ICT developments and ensure they are aligned to meeting corporate and strategic objectives aimed at providing improved efficient services to members.

The Parliaments website will also be redesigned and re-launched with a focus on information needs of Members and their staff, the needs of government ministries and the needs of the public. (See also Education and Community outreach below).

- strengthening, restructuring and resourcing the services provided by the Parliamentary library so that they are focussed and aligned to the information needs of members. Various actors within the parliament have suggested that the library needs to be modernized and provide a broader range of pro active services to Members, including increasing access to online research tools and up-to-date materials. The preparatory programme has completed a needs assessment to determine what is necessary to modernize the library and provide improved services. The project will invest in the provision of research and information services to Members accordingly. This will include a baseline assessment of what is currently provided and what Members expect from the library to ensure it is meeting their needs. High level technical support will be provided so that the collection can be streamlined and more effectively protected and stored and information resources are more proactively developed to address the needs of both government and opposition members. For example the digital storage of all press releases and print and electronic media clippings of political stories and comment for rapid retrieval by members and committees. The project will work with the Secretary to realign and train library staff as well as where identified employ recent graduates for which during the life of the project budget support will be sought from the government so such have the opportunity to be recruited onto the full time staff of the Secretariat



- improved printing and print management systems will be supported as well as training opportunities for Secretariat and the staff of members on easy to use publication software to assist in the production of newsletters and other publications that will provide information for staff and constituents. Budget and financial services, records management, human resource management, facilities management, procurement and asset management and corporate planning and reporting.

#### **Enhanced corporate support through:**

- the project will assist the secretariat meet their strategic and corporate objectives relating to facilitating organizational renewal and strengthening, budget and financial management; facilities management; records management; human resources management; policy and procedure development including advice on governance, ethics and probity and gender mainstreaming in the public service; procurement and asset management; and most importantly corporate planning, monitoring and evaluation and reporting.

Specifically the project proposes to:

- Strengthen corporate planning and budgeting processes, by supporting the parliamentary administration to develop annual work plans and budgets and complete annual reporting;
- Develop effective human resources management systems to ensure staff performance and retention is maximised, by providing support for ongoing professional development of parliamentary staff and development of attractive career paths for staff, management of staff performance, and management of poor performance in the workplace;
- Support the implementation of accountable and efficient financial management systems and processes;
- Facilitate improved physical resources available to MPs by investigating mechanisms for facilitating more frequent engagement by MPs with their constituents, for example, by identifying and pursuing options for the provision of constituency offices for members, and ensuring the new office space that will be built for members is equipped with functional ICT systems;<sup>1</sup>
- Develop and implement a professional development program for MPs, including activities such as workshops on being an effective member of the House and its committees, managing ethical issues and dilemmas, IT skills training, speech making and media training, and developing and implementing public policy.<sup>1</sup> In addition to these ongoing learning opportunities, a major induction program will be implemented following the next national general election in 2010;<sup>1</sup>
- Conduct a gender audit of the parliament and its functions and development of a gender policy for the National Parliament;
- Support attainment of parliamentary autonomy in budgetary and staffing matters; and
- Strengthen relationships with external stakeholders to assist the parliament to fulfil its mandate.

#### ***Develop the capacity of the Secretariat to draft legislation***

At present the capacity of the Secretariat to draft legislation (e.g. Private Members Bills, amendments to draft laws etc.) is limited to one legal drafter. The project will support the Secretariat, particularly the Legislative Wing, to build up the number and the capacity of key staff to be able to draft legislation of a high quality. Support for staff will include fellowships and/or exchanges to a twinned parliament or parliamentary counsel's office to work with staff of those institutions. Assistance with processing and drafting of bills will also include training on developing economic impact assessments of legislation (initially), and social impact assessments (at a later stage), including gender elements, and working to ensure legislation is drafted using gender sensitive language

### *Establish a Young Professionals Program*

Many Members have requested more assistance from the Secretariat to support their key functions. Committees lack sufficient staff to be effective. The creation of a small unit of post-graduate young professionals under the project will not solve these problems, but it will create a cadre of energetic, service oriented staff who can introduce new ideas and promote change. With the support of the Hon. Speaker and members and budget support by the government such officers might gradually become an important part of the permanent parliamentary secretariat staffing structure.

### *Enhance the capacity of the Secretariat Commission*

As the Chairperson of the Secretariat Commission, the Speaker has a crucial role to play in ensuring an effective service is being provided to Members. The project will support the Speaker in his role as Chairperson of the commission and its role of overseeing the Secretariat.

**2. Parliamentary committees are able to effectively scrutinize executive action, review public policy and the expenditure of public funds and take Parliament to the people;**

*Support committees to scrutinize draft laws, public expenditure and government policies.*

Parliamentary committees are a key nexus upon which much of the potential of a parliament can be built. Committees review draft laws and propose amendments. Committees have the authority to scrutinize the decisions of the executive branch of government, with regard to the implementation of laws and policies and the expenditure of public funds. Committees are the mechanism by which parliament can engage directly with citizens and stakeholders who can voice their opinions and impact directly on public policy and proposed legislation. Committees can draft amendments to legislation based on public consultations and have the potential to build an environment based on consensus decision making rather than according to party divisions.<sup>7</sup>

Because committees provide the mechanism by which the detailed work of Parliament is undertaken, their strength, influence and growth is a strong indicator of the parliament's overall effectiveness. The project will work with the Parliamentary Secretariat to ensure that the Committee Wing can effectively and proactively provide the following impartial support to Committee Chairs and Members:

- accurate and timely procedural, research, analytical and administrative support for the conduct of inquiries and reporting to parliament;
- access to expert advice and detailed policy information;
- background briefings, research material, and questions for witnesses, and
- operations and committee manuals, booklets on committee effectiveness, and a manual for committee chairs. These will focus on ensuring committees receive a balanced view of social and other issues, including gender aspects
- The project will also focus on developing the role of committees to provide a forum for public debate and engagement, and scrutiny of the performance of the Executive, including by:

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<sup>7</sup> Given the interpretation of Article 70 of the Constitution of Bangladesh, committees are also a venue in which MPs have some flexibility as to their opinion on legislation before the parliament.

- supporting parliamentary committees to engage more closely with the public and relevant stakeholders through the conduct of committee inquiries in the constituencies ; and
- providing effective secretariat support to committees to ensure that through the public hearing process committees have access to all necessary evidence including government and other expert witnesses and key stakeholders (including women's and youth views) to support the inquiry and report process.

The project will provide this significant support to committees through the provision of technical advice and additional staff resource provided through the young professionals program described above. At the disposal of the Chairperson and committee members, the technical adviser will work with parliamentary staff and committee members to support committees in conducting public consultations and, following necessary amendment of the Rules of Procedure, open public hearings with access to the media.

While specific committees may be designated for support each year when the Annual Work Plan (AWP) for the project is approved according to criteria such as workload and balanced resource allocation to allow for strategic flexibility; the project proposes to engage with the work being undertaken by all committees by clustering committees and resources under related portfolio subject groupings such as Law and Justice, Social Development, Economic Development and Environment and Planning. In this way, it is hoped, that all committees will eventually be resourced and assisted in their work and in producing successful reports that gain the support of members and the government and lift the expectations and standards of all committees. The project however, accepts that as committees become more active, resources may become stretched and resources may need to be targeted to where they are most needed. Given that other projects are supporting committees in the financial oversight sector, it is only logical, given UNDP's expertise, that the project identifies particular opportunities for support clusters working with human rights, MDGs, climate change and gender.

#### *Increase the number and capacity of committee staff*

At present, there is one committee officer for every three committees. Given that all 48 committees are supposed to meet every month and if they were to all engage in some consultative process, there are not enough staff to effectively support the committees undertakes their work, the project will support the Secretariat, particularly the Committee Wing, to enhance the number and capacity of committee staff as a matter of priority. Support for committee services will include the graduate programme, mentoring, staff exchanges and fellowships with twinned parliaments to work directly with committee staff on current inquiries underway in those parliaments. It is an excellent area for employment of outstanding staff of the Parliament as well as the young professionals or graduates who can use their skills effectively to support the work of committees under the guidance of experienced staff and technical advisers. Developing relationships under the CPA twinning arrangements and with other partners working to strengthen parliamentary committees will provide an excellent mechanism for supporting and developing committee and other secretariat staff and developing long term professional relations with up and coming officers of other parliaments.

#### *Support Parliament in monitoring UNCAC and other treaties and conventions.*

Bangladesh ratified the United Nations Convention on Anti-Corruption (UNCAC) in February, 2007. Some progress has been made by the government to address its obligations under the convention, including a gap analysis that was conducted in 2008<sup>8</sup>. However, there is a role for parliament in monitoring the activities of the government in implementing this and other treaties and conventions. The project will support the work of the relevant standing committee/s to

<sup>8</sup> UNCAC: A Bangladesh Compliance and Gap Analysis; Bangladesh Ministry of Law, Justice and Parliamentary Affairs, July, 2008

scrutinize the efforts of the government to implement conventions and treaties, including the review of reports produced by the government or external bodies and scrutiny of any draft laws or government policies related to meeting obligations under conventions or treaties.

### **3. The Members of Parliament have the necessary support and resources to effectively undertake their respective roles and responsibilities**

#### ***Policy support provided to the Speaker of Parliament***

Currently the Speaker of Parliament has a limited number of staff members that are able to provide high quality policy support. Following the Preparatory Assistance for Parliament provided by UNDP in 2009, the project will continue to provide high quality technical and policy support to the Speaker. In addition to being at the disposal of the Speaker, the project will also provide training and support to the staff of the Speaker's Office to enhance their capacity to function effectively

#### ***Develop the capacity of the Office of the Speaker, officers of the Parliament and Members offices:***

To effectively fulfil their parliamentary duties, the Honourable Speaker and members should have access to sufficient resources, in the form of office space and IT facilities, and an efficiently functioning, safe and secure work environment.

#### ***Revise the Rules of Procedure of the Parliament***

One of the most consistent and prevalent concerns amongst stakeholders consulted was the need to revise the Rules of Procedure. Some had concerns with the level of debate in plenary sessions. Others were more concerned with standing committee powers. However there is clearly a consensus that the rules need some revision. The project will support the Speaker, as Chairperson of the Rules of Procedure Committee, to discuss among all parliamentary parties and MPs the changes that should be made to the rules. Once the rules are amended, the project will produce a guide to assist MPs and staff to better understand the rules.

#### ***Effective Coordination of Support to Parliament***

The donor community in Bangladesh has built on the success of the coordination that occurred during the lead up to the 2008 election with the establishment of the LCG Working Group on Political Governance (GPG)<sup>9</sup> that will meet regularly to discuss ongoing issues related to elections, political parties and parliament in Bangladesh. However, there is no current process by which the parliament can take ownership of the projects that are anticipated to be working with the institution in the coming years. The project will support the Speaker and Secretariat as part of the corporate and strategic management process to establish mechanisms for aid coordination<sup>10</sup>. The project will also facilitate the regular meeting of technical, implementer staff to discuss technical issues and allow coordination at a functional level.

#### ***Parliamentary Groups are established and function appropriately***

Well functioning parliamentary party groups or caucuses are also an avenue for improving the functioning of Parliament particularly in terms of developing a bipartisan approach to certain issues

<sup>9</sup> See Terms of Reference for the LCG Working Group on Political Governance (March, 2009)

<sup>10</sup> This may occur via the GPG or through the creation of an aid coordination committee within the Parliament.

confronting the nation. More regular meetings and reaching outside of the party to discuss important matters are some of the methods which could make the groups more effective. The need for support is particularly important for the opposition bench where there is little history of remaining engaged in a constructive manner within parliament.

The project will link with other actors who have specialist knowledge and experience in party strengthening to provide knowledge of what other parliamentary groups have done to structure them successfully.

### ***Members' professional development and learning***

Strengthening of Members' knowledge of procedural issues will be undertaken through provision of ongoing support, training and professional development on procedural and parliamentary law and practice and through the development of links such as the CPA twinned parliaments arrangements and the support of other Parliamentary organisations.

### ***Produce a Code of Conduct and Asset Declaration Rules for Members***

The project will support the Speaker and the relevant committee by conducting research and drafting a Code of Conduct and produce assets declaration rules for MPs. The development of such a Code would be a significant step towards an enhanced perception of the parliament in the eyes of the citizens of Bangladesh.

## **4. Parliament is able to effectively to engage with the people of Bangladesh.**

### ***Establishing a dialogue with citizens***

The use a range of mechanisms including developing the role and responsibilities of the standing committees and the use of multi-party caucuses to encourage Members from all political parties to meet with each other and engage with citizens, stakeholders and community groups to discuss issues that are of concern to the people of Bangladesh. The issues and/or caucuses may include the Millennium Development Goals (MDGs), climate change, human rights and gender. The project will commence work the established committees and caucuses but can also assist members who wish to establish a select committee to address a specific issue, or members who wish to create a new issue based cross party caucus. Support will be provided to ensure that the benefits of public committee hearings and committee engagement with public stakeholders is recognised and institutionalised by amendments to the Rules of Procedure.

### ***Develop a responsive Petitions Committee***

The parliament has a Petitions Committee but it has been ineffective in previous years. Such a committee is a key means of allowing citizens to raise concerns directly to the national institution and for parliament to hold the executive branch accountable for action/inaction with regard to the topic within a petition. The project will work with the committee to ensure it is more active and scrutinizes the activities of the executive branch with regard to petitions submitted.

### ***Pilot Constituency Relations Models***

Many have noted that the current relationship between Members and their constituents could be improved in terms of effectiveness and delivery of positive outcomes. Notwithstanding the necessary work to create demand for a new approach towards constituency relations, the project will work with members and the secretariat to develop and allow members to pilot different models of constituency relations. Models may include members establishing constituency offices, regular

public consultations, casework management, and constituency outreach and media strategies.

### ***Produce a Parliamentary Communications Strategy***

Part of any process of creating a dialogue between citizens and parliament must include a process by which there is greater public interaction and communication with Parliament that builds a greater understanding of the role and functions of the institution. This will lead to greater appreciation, respect and understanding of the institution and its members. Parliament, therefore, must develop a strategy for communicating its role to its citizens. This should include engagement with the media, community outreach particularly with women, youth and children (e.g. - women and youth parliaments) the development of educational material and teaching resources and improving the quality of radio and television transmissions of the House and access to committee hearings. This process will be commenced as part of the corporate and strategic management process outlined as part of output 1.

### ***Create an interactive parliamentary website***

Though this is a part of a broader e-parliament process, the creation of an interactive website is also a key component of the dialogue between the parliament and citizens. Any revision to the current website should ensure the website is not static, but updated regularly, allowing public access to essential information such as Bills and Acts, parliamentary papers and tabled documents, parliamentary proceedings and debates, committee reports and evidence, events and tours, the filing of e-petitions for consideration by the Petitions Committee and a process by which citizens can track the process of draft laws introduced in the parliament

### ***Create a Parliamentary Education and Community Engagement unit***

Improving public understanding of the role of parliament has commonly been identified as a means of improving the accountability of parliamentarians to their constituents, thus resulting in better representation of citizen needs and interests, better policy making, and greater citizen participation in decision making processes. The eventual result is that the most suitable candidates (women or men) to represent their constituencies will be elected by constituents who have realistic expectations of the duties of a member of the National Parliament. A Parliamentary Education and Community Engagement unit will support achievement of this objective by:

- facilitating community participation in parliamentary business and activities;
- promoting increased awareness and understanding of the parliament;
- promoting improved representation of women in the parliament;
- developing and implementing civic education programs.
- facilitating visits to the parliament by schools and community groups, and implementation of an annual parliamentary open day for the public;
- implementation of a programme of constituency visits by the Speaker and individual MPs to discuss the work of parliament and its members, as well as the concerns and needs of constituents;
- implement an annual youth parliament, in partnership with the relevant Ministries and other key stakeholders.
- liaison with the Ministry of Education to develop curricula and strengthen the delivery of educational activities on the Parliament and its functions in schools, including on the importance of women's representation in government; and
- expansion and improvement of the educational materials available on the parliamentary web-site;



## Risk analysis and mitigation

For a full description of risk and risk mitigation, please refer to Section III C. The following section covers the major risk of inadequate political will to engage in parliamentary strengthening.

Parliamentary reform can be a high risk for development partners because it is so dependent on the political support of the major stakeholders as well as the political events of the day. In the past, UNDP's Strengthening Parliamentary Democracy project faced these issues some of which impacted adversely on the implementation of some activities and delayed others. To militate against this the project is focussed in delivering services to Members through improved Secretariat services. The project will also use political advocacy with key stakeholders and will provide technical advice to engage members including the opposition bench on what other parliamentary groups have done to structure effectively.

A difference of interests between the MPs and the Parliament Secretariat around changes to procedures and support for the establishment certain services including the eventual future of the Bangladesh Institute for Parliamentary Studies can be mitigated with political advocacy, engagement with political leadership from the Office of the Honourable Speaker, and supporting effective management and coordination mechanisms.

Political resistance may be met regarding work around a Code of Conduct and asset disclosure for MPs and the United Nations Convention on Anti-Corruption. This is a high risk and the project will address this risk by supporting the Speaker and relevant Parliamentary Committee to conduct research on draft a Code of Conduct and asset declaration rules for MPs, and by providing technical assistance to the standing committees to scrutinize the efforts of the government to implement the Convention.



**II.A RESULTS FRAMEWORK**

Narrative Summary	Indicators	Means of Verification	Assumptions
<p>JNDAF outcome 1 The human rights of children, women, and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance.</p>			
<p>Development goal:</p>			
<p>Programme purpose:</p>			
<p><b>OUTCOME:</b> The Parliament of Bangladesh effectively fulfils its role as legislative, representative and oversight body according to the Constitution of Bangladesh</p>			
<p><b>Output 1: Parliament is supported by an independent, capable and service oriented Secretariat</b></p>			
<p>Output 1.1 Support to the office of the Honourable Speaker</p>	<ul style="list-style-type: none"> <li>- Corporate and strategic plan developed, approved by Speaker and tabled in Parliament by first quarter 2011</li> <li>- Annual report produced on time and tabled in the house by December each year</li> <li>- % of officers at Honourable Speaker's office trained each year of the project on Rules of Procedure and Parliamentary Law and Practice</li> <li>- % of staff at Honourable Speaker's office trained each year and using on Parliamentary ICT Standard software i.e. MS Office</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate and Strategic Plan Published</li> <li>- Annual report of the Parliament tabled prepared and made available.</li> <li>- Training &amp; Evaluation report</li> <li>- Training and Evaluation report</li> <li>- Meeting minutes</li> </ul>	<ul style="list-style-type: none"> <li>- Cross party MPs support corporate strategic plan.</li> <li>- Budget support depends on garnering Government support for corporate and strategic objectives</li> <li>- Current staffing arrangements at Parliament results in regular transfer of staff</li> </ul>

**Narrative Summary**

Narrative Summary	Indicators	Means of Verification	Assumptions
<p>Output 1.2 Support to Deputy Speaker, Chief Whip, Chief Whip Opposition, Whips and other officers of the House</p>	<ul style="list-style-type: none"> <li>- % of project issues resolved in quarterly meetings.</li> <li>- ICT facilities installed on time according to AWP and quality of service delivery to Hon. Speaker and members improved</li> <li>- % of staff trained on Rules of Procedure and Parliamentary Law and Practice each year.</li> <li>- % of staff trained on Parliamentary ICT Standard software i.e. MS Office each year.</li> <li>- ICT facilities installed on time according to AWP and quality of service delivery to relevant office holders and Members improved.</li> </ul>	<ul style="list-style-type: none"> <li>- Annual report &amp; project report</li> <li>- Monitoring &amp; evaluation report and feedback from members.</li> <li>- Training &amp; Evaluation report</li> <li>- Training &amp; Evaluation report</li> <li>- Annual report &amp; project report</li> <li>- Monitoring &amp; evaluation report</li> <li>- Members and officers survey report.</li> </ul>	<ul style="list-style-type: none"> <li>- Current staffing arrangements at Parliament results in regular transfer of staff.</li> </ul>
<p>Output 1.3 Enhance the capacity of the Secretariat</p>	<ul style="list-style-type: none"> <li>- Corporate Strategic Plan developed by 2011 including M&amp;E and Risk Management System and tabled in Parliament.</li> <li>- % of corporate objectives met on time and on budget - satisfaction rate on the quality of service delivery to members and committee</li> <li>- HR &amp; Financial management system developed and operational and quality of service delivery of the secretariat improved</li> <li>- ICT network and help desk office and systems developed and operational and quality of service delivery to the members improved</li> <li>- Research Service established by the end of quarter 4 of the project and providing on time and relevant information to members</li> <li>- Procedural services for the members and house are provided on time and with 100% accuracy (quarter 4)</li> <li>- % of deputised staff decreased and % of</li> </ul>	<ul style="list-style-type: none"> <li>- Project Report</li> <li>- Parliament Annual Report</li> <li>- Member survey report</li> <li>- Annual Report</li> <li>- Annual Report</li> <li>- Midterm Independent Evaluation</li> <li>- Records of the House</li> <li>- Annual report and Parliament</li> </ul>	<ul style="list-style-type: none"> <li>- Budgetary support to transition staff from project to parliamentary permanent position does not meet expectation.</li> <li>- Change of Parliamentary leadership may impact adversely on change process.</li> </ul>

Narrative Summary	Indicators	Means of Verification	Assumptions
	<ul style="list-style-type: none"> <li>permanent staff increased by 2013 (20%)</li> </ul>	<ul style="list-style-type: none"> <li>organogram.</li> </ul>	
Output 1.4 Ensure effective coordination of support to parliament	<ul style="list-style-type: none"> <li>- Aid coordination committee formed by 2011 under the leadership of the Honourable Speaker</li> <li>- Number of coordination meetings held in a year about the implementation of the donor funded projects and effective coordination ensured.</li> <li>- % of coordination issues resolved at coordination meeting</li> </ul>	<ul style="list-style-type: none"> <li>- Meeting minutes of coordination meetings</li> <li>- Annual report and project report</li> <li>- Meeting minutes.</li> </ul>	<ul style="list-style-type: none"> <li>- As development partners project commence implementation issues in favour of effective coordination becomes more complex and problematic.</li> </ul>
Output 1.5 Develop the capacity of the Secretariat to draft legislation	<ul style="list-style-type: none"> <li>- % of relevant parliament officers/staff trained each year and able to draft quality legislation</li> <li>- Officers undertake exchange programme with twined parliament according to AWP</li> <li>- Guide on legislation drafting and amendments published by 2012</li> <li>- Amendments and legislation drafted on time and 100% accurate</li> </ul>	<ul style="list-style-type: none"> <li>- Training evaluation report</li> <li>- Members Survey</li> <li>- Annual report Guide published</li> <li>- House records and Members Survey</li> </ul>	<ul style="list-style-type: none"> <li>- Current staffing arrangements at Parliament results in regular transfer of staff</li> <li>- Take up by opposition, private members and committees</li> </ul>
Output 1.6 Modernize the services of the Parliamentary Library	<ul style="list-style-type: none"> <li>- Electronic database (catalogue) of Parliament library developed and in service by 2012</li> <li>- % of total MPs using information kiosk and information services provided by the library</li> <li>- Media monitoring service developed and operational and responding to members request in timely fashion</li> <li>- Manuals for members on use of library developed by quarter 6</li> </ul>	<ul style="list-style-type: none"> <li>- Catalogue created and Annual report</li> <li>- Library register and member survey</li> <li>- Annual report and Project report and member survey-</li> <li>- Manual published</li> </ul>	<ul style="list-style-type: none"> <li>- Information provided proactively to members as traditionally they had not easy access to information services</li> </ul>

**Narrative Summary**

Narrative Summary	Indicators	Means of Verification	Assumptions
<p>Output 1.7 Develop an interactive Parliamentary website to inform citizens of the work of Parliament</p>	<ul style="list-style-type: none"> <li>- Access in parliament website users increases annually by 20% (Baseline: )</li> <li>- Information updated regularly and remains accurate and relevant</li> <li>- Website plan and design makes accessing information user friendly.</li> <li>- Public access to records of the House (such as orders of the day, parliamentary proceedings, table papers, bills, acts, ordinances &amp; regulations and committee reports) within 24 hours of tabling or publication</li> </ul>	<ul style="list-style-type: none"> <li>- Number of hit in the website</li> <li>- Annual report and member survey</li> <li>- Online and direct stakeholder feedback</li> <li>- Annual record and online stakeholder feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Budget allocation provided during project lifetime to ensure website is maintained and sustainable.</li> </ul>

**Outputs 2: Parliamentary Committees are able to effectively scrutinize executive action, review public policy and the expenditure of public funds and take parliament to people**

<p>Output 2.1 Support committees to scrutinize draft laws, public expenditure and government policies and engage with citizens and stakeholders</p>	<ul style="list-style-type: none"> <li>- Parliament secretariat established a graduate programs with the young professionals by 2011</li> <li>- Every standing committee receives full fledged secretariat support to undertake enquiries according to deadline set by the House or the committee.</li> <li>- Rules of Procedure amended to allow public hearing by quarter 4</li> <li>- By end of 2011 all hearings made public, recorded, broadcast and televised.</li> <li>- Committee officers trained each year in report writing, committee procedures and parliamentary law and practice.</li> <li>- At least 50% committee reports included recommendations based on public inputs by</li> </ul>	<ul style="list-style-type: none"> <li>- Annual report and project report</li> <li>- Committee reports and annual report</li> <li>- Secretariat organogram, project organogram- Amendment to Rules of Procedure</li> <li>- Annual report</li> <li>- Training and evaluation report</li> <li>- Committee report, witness list, annual report</li> <li>- Media comments and govt response to</li> </ul>	<ul style="list-style-type: none"> <li>- Speaker and government agree to amend Rules of Procedure</li> <li>- Government respond adversely to public scrutiny and criticism</li> <li>- Committees not used as a forum for developing bi-partisan solutions to public policy issues</li> </ul>
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Narrative Summary	Indicators	Means of Verification	Assumptions
	2013 - Committee reports contain recommendations that lead to improve public policy and better service delivery.	committee report.	-Government respond adversely to public scrutiny and criticism
Output 2.2 Increase the capacity of committee staff to support the work of committees	- % of committee staff trained each year on Rules of Procedure and Parliamentary Law and Practice. -% of committee staff trained each year on Parliamentary ICT Standard software. - Officers undertake exchange programme with twined parliament according to AWP	-Training and evaluation report  -Annual report	- Current staffing arrangements at Parliament results in regular transfer of staff  - Budgetary support to transition staff from project to parliamentary permanent position does not meet expectation
Output 2.3 Support Parliament in monitoring treaties and conventions including the UN Convention of Anti Corruption (UNCAC)	-Relevant committee created by 2011 -Summary of all treaties and international obligations that Bangladesh is a signatory to tabled in Parliament within 12 months of committee creation -All new treaties and obligations considered by the committees and reported to Parliament prior to signing -Committee staff undertake exchange programme with treaties committee of twined parliament according to AWP	-ToR of committees approved by the parliament -Reports of committees  -Report of committee, media coverage and international organizations' public records and websites -Annual report, training evaluation report	-Resistance by government to parliamentary scrutiny of international agreement

**Output 3: The Speaker and Members of Parliament have the necessary support and resources to effectively undertake their respective roles and responsibilities**

## Narrative Summary

Narrative Summary	Indicators	Means of Verification	Assumptions
Output 3.1 Digitize Parliamentary Services	<ul style="list-style-type: none"> <li>- Network established and 80% MPs and Officers are connected to network and Parliament's email domain address by Dec 2010 and 100% by Dec 2011.</li> <li>- At least 80% Members and officers have operational knowledge in email, web searching, MS Office by Dec 2010 and 100% by Dec 2011.</li> <li>- ICT office established with network support and help desk.</li> <li>- Help desk responds to call and resolves problem according to time frame established in strategic plan.</li> <li>- Digital record management system established and officers/staff trained by Dec 2011.</li> </ul>	<ul style="list-style-type: none"> <li>- Training and Evaluation report</li> <li>- Training and Evaluation report</li> <li>- Staffing</li> <li>- ICT department statistics</li> <li>- Annual report/ training and evaluation report</li> </ul>	<p>Allocation of Member's offices does not proceed according to proposed time table.</p> <p>Demand for help desk support exceeds support and resources</p> <p>Adequate budgetary allocation from govt to establish and sustain the system.</p>
Output 3.2 Establish research service for Parliament	<ul style="list-style-type: none"> <li>- Parliament secretariat research service established with graduate programs with the young professionals by quarter 4.</li> <li>- Briefing papers prepared for Members on all legislation brought before Parliament.</li> <li>- 50% of Members receive support from research service by end of first year of operation.</li> <li>- All members receive minimum of 12 research papers on current policy issues annually.</li> <li>- Research staff undertake exchange programme with their counterpart in twined parliament according to AWP.</li> </ul>	<ul style="list-style-type: none"> <li>- Annual report and Project report</li> <li>- Members survey and research service records/ Annual report</li> <li>- Members survey and research service records/ Annual report</li> <li>- Members survey and research service records/ Annual report</li> <li>- Annual report/ training &amp; evaluation report</li> </ul>	
Output 3.3 Provide enhanced procedural advice and support to the Members and Committees	<ul style="list-style-type: none"> <li>- Members receive regular fact sheet and procedural briefing note on rules of procedures and precedents from 2011.</li> <li>- Database established for Speaker's rulings</li> </ul>	<ul style="list-style-type: none"> <li>- Procedure office statistics and members survey</li> </ul>	

Narrative Summary	Indicators	Means of Verification	Assumptions
	<ul style="list-style-type: none"> <li>and precedents.</li> <li>- ICT facilities installed on time according to AWP.</li> </ul>	<ul style="list-style-type: none"> <li>-Annual report, database</li> <li>-Annual report</li> </ul>	
<p>Output 3.4 Support Honourable Speaker and relevant committees through research and drafting a Code of Conduct and procedure asset Declaration for MPs</p>	<ul style="list-style-type: none"> <li>-Speaker and relevant committee receive a background paper on international model of codes of conduct (including pecuniary interest register) for Members of Parliament.</li> <li>-Relevant committee establishes an enquiry on a code of conduct for Members of Parliament of Bangladesh.</li> <li>- Committee agrees to draft report with proposed draft code of conduct.</li> <li>-Committee report to Parliament and report debated and adopted by end of 9<sup>th</sup> Parliament</li> </ul>	<ul style="list-style-type: none"> <li>-Background paper</li> <li>-Committee undertakes hearing</li> <li>-Report tabled by Chair</li> <li>- Media Report</li> </ul>	<ul style="list-style-type: none"> <li>-Lack of political will for code of conduct</li> </ul>
<p>Output 3.5 The Rules of Procedure (RoP) for the Parliament are revised to reflect a more effective institution</p>	<ul style="list-style-type: none"> <li>-Procedural expert appointed to review RoP</li> <li>-Relevant committee establishes an enquiry to modernizing and further improving RoP</li> <li>-Committee agrees to draft report with proposed amendments by quarter 10.</li> <li>-Committee report to Parliament and report debated.</li> <li>-Parliament passes amendments to RoP by end of December 2013...</li> </ul>	<ul style="list-style-type: none"> <li>-Hearings and consultation with members</li> <li>-Draft report and consultation with Members report</li> <li>-Parliament proceedings</li> <li>-Amended RoP</li> </ul>	<ul style="list-style-type: none"> <li>-Lack of political will for amendment in RoP</li> </ul>
<p><b>Output 4: Parliament is able to effectively engage with the people of Bangladesh</b></p>			
<p>Output 4.1 Establish a dialogue with citizens</p>	<ul style="list-style-type: none"> <li>- By end of quarter six, all hearings made public, recorded, broadcast and televised.</li> <li>- Website established and provides public access to records of the House (such as orders of the day, parliamentary proceedings, table papers, bills, acts, ordinances &amp; regulations and committee reports) with in 72 -</li> </ul>	<ul style="list-style-type: none"> <li>-Broadcast program</li> <li>-Website evaluation</li> </ul>	<ul style="list-style-type: none"> <li>- Requires the support of the Hon. Speaker, committee Chair and Government</li> </ul>

**Narrative Summary**

Narrative Summary	Indicators	Means of Verification	Assumptions
	<p>hours of tabling or officially publication.</p> <ul style="list-style-type: none"> <li>-Issue based caucuses established and supported as approved by speaker.</li> <li>-Parliamentary broadcasting and televising procedures reviewed by quarter 6</li> <li>-Parliament establishes a well equipped broadcasting section by quarter 10.</li> </ul>	<ul style="list-style-type: none"> <li>-Caucus</li> <li>-Review Report</li> <li>-Annual report, broadcasting section</li> </ul>	<ul style="list-style-type: none"> <li>-Additional budgetary support from government may be required for broadcasting section</li> </ul>
<p>Output 4.2 Develop a responsive Petition Committee</p>	<ul style="list-style-type: none"> <li>- Petition committee resourced and undertaking responsibilities according to the RoP 231 and 232</li> <li>-Procedures for e-petition developed, report prepared and referred to the committee considering amendments to the RoP.</li> <li>-E-petition approved as a part of RoP</li> <li>-Public are aware of availability and significance of e-petition</li> </ul>	<ul style="list-style-type: none"> <li>-Review report</li> <li>-Amended RoP</li> <li>-Media coverage</li> </ul>	<ul style="list-style-type: none"> <li>-Lack of political will for modernizing petition procedures</li> </ul>
<p>Output 4.3 Produce a Parliamentary communications strategy</p>	<ul style="list-style-type: none"> <li>-Parliament Communication Strategy developed and approved by June 2011</li> <li>-Public awareness increases of roles and function of Parliament and its Members (Baseline )</li> </ul>	<ul style="list-style-type: none"> <li>-Assessment report</li> <li>-Project Publication</li> <li>-People's perception survey report</li> </ul>	<p>Parliament sustains its commitment to open communication.</p>
<p>Output 4.4 Develop &amp; review the Parliamentary Education and Community outreach wing</p>	<ul style="list-style-type: none"> <li>- Parliamentary education and communication outreach established by Dec 2011.</li> <li>- A youth parliament developed and run annually from 2012</li> <li>- A women parliament developed and run annually from 2012</li> <li>- Parliament initiates annual Parliament open</li> </ul>	<ul style="list-style-type: none"> <li>- Media coverage</li> <li>- Media coverage/ Youth Parliament report</li> <li>- Media coverage/Women parliament report</li> </ul>	<p>Security situation allows Parliament open day to proceed.</p> <p>Resources are available for three major public events</p>



Narrative Summary	Indicators	Means of Verification	Assumptions
	<p>day to be held for example on Victory/Independent day from 2012.</p> <ul style="list-style-type: none"> <li>- Parliamentary education programme expanded and enhanced.</li> </ul>	<ul style="list-style-type: none"> <li>- Media coverage/annual report</li> <li>- Annual report/Education section statics.</li> </ul>	
Output 4.5 Pilot town halls meeting as a part of constituency relation	<ul style="list-style-type: none"> <li>- Public knowledge on roles of MPs increased (baseline: )</li> <li>- 4 town hall meetings held each year.</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluation report/Annual report</li> </ul>	Members will take up concepts of town hall meetings.
Output 4.6 Develop an Induction Programme for all MPs after next Parliamentary election	<ul style="list-style-type: none"> <li>- Induction Programme is designed for all new members to orient on Parliamentary Procedures:               <ul style="list-style-type: none"> <li>- Role and function of Parliament and Member of Parliament</li> <li>- Constitution of Bangladesh</li> <li>- RoP</li> <li>- Parliamentary Law and Practice.</li> <li>- Parliamentary oversight</li> <li>- Constituency relations.</li> <li>- Parliamentary administration</li> <li>- Resources and facilities available for Members.</li> <li>- Cross party caucus</li> <li>- MDGs/ Human Rights</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Evaluation report/ Annual report</li> <li>- Media coverage</li> </ul>	Transition between Parliaments run smoothly.

### III. B OUTPUTS AND ACTIVITIES

<p><b>OUTCOME :</b> The Parliament of Bangladesh effectively fulfils its role as legislative, representative and oversight body according to the Constitution of Bangladesh</p>	<p><b>Indicative Activities</b></p>
<p><b>Output 1:</b> Parliament is supported by an independent, capable and service oriented Secretariat</p>	<p>Activity 1.1.1 Provide technical advice to the Honourable Speaker with regard to secretariat operations, procedural matters, project coordination and other advice as requested</p> <p>Activity 1.1.2 Study Tour to review international best practice and to review corporate and strategic plan developed in year 1</p> <p>Activity 1.1.3 Conduct seminars for staff on best practices and effective and efficient operations of the office of the Speaker</p> <p>Activity 1.1.4 Implement procedural, research, ICT and corporate activities into Speakers office operations</p>
<p>Output 1.1 Support to the office of the Honourable Speaker</p>	<p>Activity 1.2.1 Implement procedural, research, ICT and corporate activities into Deputy Speaker, Chief Whip, Chief Whip Opposition, Whips and other officers office with regard to procedural matters as required</p> <p>Activity 1.2.2 Study tour to review international best practices on parliament procedures</p>
<p>Output 1.2 Support to Deputy Speaker, Chief Whip, Chief Whip Opposition, Whips and other officers of the House</p>	<p>Activity 1.3.1 Provide technical support to Parliament Secretariat to develop a corporate and strategic plan, monitoring &amp; evaluation and risk management systems.</p> <p>Activity 1.3.2 Provide technical support and resources to enhance the capacity of procedural, information, corporate, human resource and financial management systems and services</p> <p>Activity 1.3.3 Support to the Parliament Secretariat to strengthen the independent status of the Parliament Secretariat</p>
<p>Output 1.3 Enhance the capacity of the Secretariat</p>	<p>Activity 1.4.1 Support the establishment of an Aid Coordination Committee, under the direction of the Honourable Speaker to oversee the implementation of donor funded projects</p>
<p>Output 1.4 Ensure effective coordination of support to parliament</p>	

<p>Output 1.5 Develop the capacity of the Secretariat to draft legislation</p>	<p>Activity 1.5.1 Needs assessment conducted to determine skills and resources required to produce quality draft legislation</p> <p>Activity 1.5.2 Based on training conducted provide technical support to staff for draft legislation and amendments</p> <p>Activity 1.5.3 Select staff to participate in fellowship/exchange programme with twined Parliament.</p> <p>Activity 1.5.4 Prepare and publish guide to members on drafting legislation and amendments</p>
<p>Output 1.6 Modernize the services of the Parliamentary Library</p>	<p>Activity 1.6.1 Provide technical advice to support the implementation of the approved recommendations of the needs assessment report</p> <p>Activity 1.6.2 Procure equipment based on corporate strategic plan</p> <p>Activity 1.6.3 ICT infrastructure including members computer kiosk and library management system</p> <p>Activity 1.6.4 Media monitoring service</p> <p>Activity 1.6.5 Guides and manuals for members on use of library services</p>
<p>Output 1.7 Develop an interactive Parliamentary website to inform citizens of the work of Parliament</p>	<p>Activity 1.7.1 As part of a broader e-parliament needs assessment identify the requirements to develop an interactive website for parliament</p> <p>Activity 1.7.2 Provide infrastructure to create interactive website including web cast of chamber and committee proceeding</p> <p>Activity 1.7.3 Provide technical advice and support to develop and maintain interactive website</p> <p>Activity 1.7.4 Develop and distribute website user manual</p> <p>Activity 1.7.5 Provide English version of core documents, bills and business papers, summary of proceedings, etc</p>
<p><u>Outputs:</u></p>	
<p><b>Outputs 2: Parliamentary Committees are able to effectively scrutinize executive action, review public policy and the expenditure of public funds and take parliament to people</b></p>	
<p>Output 2.1 Support committees to scrutinize draft laws, public expenditure and government policies and engage with citizens and stakeholders</p>	<p>Activity 2.1.1 Provide technical advice to committee chairs and members on committee procedures.</p> <p>Activity 2.1.2 Develop graduate programme of research, procedural and administrative support to committee.</p> <p>Activity 2.1.3 Support committees capacity to effectively hold public hearings</p> <p>Activity 2.1.4 Provide support to committees in drafting a report including recommendations based on public input</p> <p>Activity 2.1.5 Provide technical advice to draft amendment (see out put 1.4)</p> <p>Activity 2.1.6 Prepare knowledge materials relating to the work of committees and effective committee membership</p>

<p>Output 2.2 Increase the capacity of committee staff to support the work of committees</p>	<p>Activity 2.2.1 Assess skills and resources required to support Parliamentary committees</p> <p>Activity 2.2.2 Based on assessment conducted, provide technical support to staff of the committees to carry out public consultations and public hearings</p> <p>Activity 2.2.3 Develop graduate programme as per (2.1)</p> <p>Activity 2.2.4 Staff participate in an exchange/fellowship programme with a twined parliament</p> <p>Activity 2.2.5 Based on assessment procure necessary equipment for committee staff</p>
<p>Output 2.3 Support Parliament in monitoring treaties and conventions including the UN Convention of Anti Corruption (UNCAC)</p>	<p>Activity 2.3.1 Provide technical support to the parliament especially relevant Standing Committees to implement the treaty and review government policies related to meeting UNCAC.</p> <p>Activity 2.3.2 Provide knowledge materials to MPs on treaties, conventions including UNCAC and Bangladesh's commitment, e.g. UNCAC, MDG, CEDAW</p> <p>Activity 2.3.3 Exchange programme with staff of relevant committee of twined parliament</p>
<p>Outputs:</p>	<p>Indicative Activities</p>
<p>Output 3: The Speaker and Members of Parliament have the necessary support and resources to effectively undertake their respective roles and responsibilities</p>	
<p>Output 3.1 Digitize Parliamentary Service</p>	<p>Activity 3.1.1 Based on the need assessment recommendations project will provide technical support and network support for infrastructure and ICT equipment</p> <p>Activity 3.1.2 Provide technical support and training to Members and Secretariat staff to enable them to operate and maintain digital equipment</p> <p>Activity 3.1.3 Establish a help desk to provide ICT support to the members of Parliament</p>
<p>Output 3.2 Establish research service for Parliament</p>	<p>Activity 3.2.1 Implement the TOR for establishing ICT infrastructure for members office and the research service</p> <p>Activity 3.2.2 Review the current facilities and recommend what is needed to establish and manage the research services.</p> <p>Activity 3.2.3 Select staff participate in fellowship</p> <p>Activity 3.2.4 Prepare training materials</p> <p>Activity 3.2.5 Provide Learning, training &amp; development programme for MPs</p>
<p>Output 3.3 Provide enhanced procedural advise and support to the Members and Committees</p>	<p>Activity 3.3.1 Support and develop the procedural support and resources available to members including opposition</p>

<p>Output 3.4 Support Honourable Speaker and relevant committees through research and drafting a Code of Conduct and procedure asset declaration for MPs</p>	<p>Activity 3.4.1 Support the Speaker to establish a parliamentary committee to draft Code of Conduct for MPs</p> <p>Activity 3.4.2 Provide technical support and training to the committee in the development and adoption of the Code of Conduct</p> <p>Activity 3.4.3 Conduct one to one training need assessment of MPs</p> <p>Activity 3.4.4 Conduct training programmes, provide knowledge materials for MPs and staff on the implementation of the one to one training need assessment</p>
<p>Output 3.5 The Rules of Procedure for the Parliament are revised to reflect a more effective institution</p>	<p>Activity 3.5.1 Provide technical advice to Parliamentary Committee to implement the recommendations of the assessment to revise the ROP 3.6.2 Produce a guide to the RoP for MPs</p>
<p><u>Outputs:</u></p>	<p><b>Indicative Activities</b></p>
<p><b>Output 4: Parliament is able to effectively engage with the people of Bangladesh</b></p> <p>Output 4.1 Establish a dialogue with citizens</p>	<p>Activity 4.1.1 Develop TOR to establish cross party caucuses on a range of issues supported by Honourable Speaker and members including for e.g. MDG issues</p> <p>Activity 4.1.2 Provide support to establish the cross party caucus</p> <p>Activity 4.1.3 Establish dialogue between cross party caucus and the public</p> <p>Activity 4.1.4 Provide learning, training &amp; development programme for MPs</p> <p>Activity 4.1.5 Public Hearings and public engagement by committees</p>
<p>Output 4.2 Develop a responsive Petition Committee</p>	<p>Activity 4.2.1 Provide information about best practices for parliamentary petition committees</p> <p>Activity 4.2.2 Conduct an assessment of the petition committee with recommendations to improve capacity</p> <p>Activity 4.2.3 Support the implementation of the recommendations from the assessment</p> <p>Activity 4.2.4 Provide technical advice to the Chair and members of the Petition Committee</p>
<p>Output 4.3 Produce a Parliamentary communications strategy</p>	<p>Activity 4.3.1 Conduct assessment of current parliamentary capacity with regards to communicating with citizens and produce a draft communications strategy (including media room, education programme and other key objectives)</p> <p>Activity 4.3.2 Provide technical advice to implement recommendations of assessment</p> <p>Activity 4.3.3 Launch and publish material/ implement recommendations</p>

Output 4.4 Develop & review the Parliamentary Education and Community outreach wing	Activity 4.3.4	Develop an interactive parliamentary website to inform citizens of the work of parliament (see output 1.8)
Output 4.5 Pilot town halls meeting as a part of constituency relation	Activity 4.4.1	Provide support to review the Parliamentary Education and Community outreach
	Activity 4.4.2	Provide support to develop Youth and Women parliament
	Activity 4.4.3	Provide infrastructural support for education programme
	Activity 4.5.1	Provide support to select piloting area for town hall meeting
Output 4.6 Develop an induction Programme for all MPs after next Parliamentary election	Activity	4.6.2 Provide technical support to conduct town hall meeting
	Activity 4.6.1	3 days induction programme developed to conduct after the next election through coordination with other donors/implementing agencies

**II.C OFFLINE RISK LOG**

**Project Title:** Improving Democracy Through Parliamentary Development in Bangladesh

**Project Timeframe** 2010 - 2015

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response
	Enter a brief description of the risk	When was the risk first identified	Environmental Financial Operational Organizational Political Regulatory Strategic Other	Describe the potential effect on the project if this risk were to occur  Enter probability on a scale from 1 (low) to 5 (high) P =  Enter impact on a scale from 1 (low) to 5 (high) I =	What actions have been taken/will be taken to counter this risk
1	Lack of political support for outcomes and activities could undermine progress of project	December 2009	Political	The project could be effected if there is a lack of political support  P = 3/4 I = 4	Political advocacy by development partners and stakeholders  Strategic planning process create shared goals and commitments and environment for change  Communication for the need for, and benefit of effective parliamentary procedures and enhanced perception of Parliament (Code of Conduct, Asset disclosure etc.)  Technical advise
2	Lack of support from the Executive for parliamentary reform prevents necessary reforms from taking place.	December 2009	Political Strategic	P=3 I=4	Engagement with Executive at high levels, including in the project management structure, in order to ensure continued support for the reform process, including parliamentary autonomy.

3	High turnover of MPs results in decline in support for the project	December 2009	Political	P=4 I=4	Ensure new MPs are supported in their new positions, including through a targeted induction programme following the next election
4	Lack of support from the Executive in budgetary and staffing matters	December 2009	Political	P=3 I=2	Work with members, committee chairs, whips and caucus leaders of parliament to ensure they understand the benefits of a strong parliamentary administration.
5	Lack of support provided to key programming initiatives from external partners	December 2009	Political	P=3 P=4	Monitor external environment. Maintain strong and regular communications with partners, including through the project management structure.
6	Resistance from senior civil servants in relation to a more stable and independent Secretariat	December 2009	Organizational	Resistance from senior civil servants to accept changes to the operations of the Secretariat would strongly affect Outputs  P = 4 I = 4	Use political advocacy with Secretariat and Parliament Strategic planning process create shared goals and commitments and environment for change  Provide technical support to committee staff Digitization of parliamentary services Technical support in creation and adoption of training requirements and human resource rules in Secretariat
7	Opposition boycotts Parliament	December 2009	Political Strategic	There is a history of boycotts and walkouts among the Opposition party, and for the project this could affect their participation in Outputs. This would affect the democratic practices this project aims to strengthen with the absence of issue based dialogue and debate  P = 3/4 I = 3	High level political advocacy by development partners Technical advise to engage the Opposition bench on what other parliamentary groups have done to structure themselves and be an effective opposition Strategically engage Opposition MPs through certain activities (i.e.: Support to Standing Committees chaired by Opposition)
8	Duplication of activities through various	December 2009	Organizational	Development partners undertake uncoordinated initiatives to strengthen Parliament instead of complementing each others activities	Regular meetings between Parliament and relevant development partners to address policy and emerging issues



	donor projects leading to insufficient development partner harmonization			P = 1 I = 2	Bangladesh Parliament approve Aid Coordination approach
9	Government does not take over financial management of project outputs	December 2009	Financial	If the Government does not provide increased budget support to the parliament so that it can transition project outputs and expenditure to the Parliamentary Secretariat particularly in terms of staffing and ICT to ensure the sustainability of the project will not be at risk  P = 3 I = 3	Gradual handover with project supporting the Government salaries of human resources for the initial phase  High level advocacy by development partners  Strategic planning process create shared goals and commitments and environment for change
10	Failure to gain necessary budgetary support to sustain project investments	December 2009	Financial	P=2 P=3	Continue to pursue Government uptake of services currently subsidized by the project Ensure project supported services are visible and relevant to members
11	Failure to recruit a CTA with the necessary technical skills and knowledge, and management experience	December 2009	Operational	P=2 P=3	Ensure recruitment is targeted to candidates who have the required mix of technical knowledge of parliamentary institutions and the required change management skills. Work with regional offices and legislatures to identify suitable candidates, and ensure that recruitment processes commence well before the position is to commence.
12	Loss of staff from key positions	December 2009	Operational	P = 3 I = 4	Ensure succession strategies are in place. through continuous review of the CTA role, and timely and targeted recruitment can be undertaken to meet project needs. Pursue parliamentary autonomy, to ensure key staffing decisions are controlled by the parliamentary administration. Ensure appropriate staff development and succession strategies are in place to address

13	Staff turnover	December 2009	Operational	P = 2 I = 3	the risk of turnover of staff from key positions.
14	Programming commitments exceed capacity of project to deliver with available resources, undermining the quality of service delivery	December 2009	Operational	P = 2 I = 3	Continuous recruitment of high calibre candidates to ensure vacant positions are filled quickly. Ensure a career structure is in place, and adequate professional development opportunities are offered to maximize staff retention. Ensure all programming areas are appropriately resourced, and can be delivered with minimal impact on service quality. Ensure external partners are engaged to support project delivery in new programming areas.
15	Resistance to key programming initiatives, such as those focused on addressing the barriers faced by women in entering leadership positions, including representative government	December 2009	Operational	P = 2 I = 3	Ensure programming initiatives are aligned with Government of Bangladesh's policy objectives and are appropriate to the mandate of the parliamentary administration. Ensure key stakeholders are engaged to support achievement of programming objectives.
16	Increased internal demand for services exceeds capacity of parliamentary staff to deliver	December 2009	Operational	P=2 I=2	Monitor demand for services, and ensure increased demand is being addressed through the budgetary process.

17	Failure to deliver against project commitments on time and budget	December 2009	Operational	P=2 I=2	Ensure appropriate phasing of activities, and maintain emphasis of quality of service delivery rather than quantity of services delivered Regularly communicate project progress and achievements to stakeholders to ensure stakeholder expectations of the project are appropriate
18	Transition from 9 <sup>th</sup> Parliament to 10 <sup>th</sup> Parliament (2013) places the project or certain outputs or activities at risk.	December 2009	Political	P=3 I=4	Effective transition planning: Political advocacy: Effective induction programme planning and implementation, Develop strong member support for project during 9 <sup>th</sup> Parliament: Develop increase budget support during the 9 <sup>th</sup> Parliament: Increased secretariat independence and professionalism during the 9 <sup>th</sup> Parliament
19	Improvements in information technology services cannot be sustained	December 2009	Operational	P=2 I=2	Ensure sufficient information technology support services are provided to the parliamentary administration, and are fully funded within the parliamentary budget. Ensure information technology assets are appropriately managed over their lifecycles.
20	Security in the parliamentary compound is breached	December 2009	Operational	P=1 I=2	Upgrade capacity of the National Parliament Office to manage security issues
21	Service delivery delays or inability to procure equipment	December 2009	Operational Organizational	Delays in procurement and contracts could impact on the timelines of activities and the overall success of the project.  P = 3 I = 3	Planning and monitoring for improved service delivery
22	Project does not adequately reach gender mainstreaming targets	December 2009	Strategic	The UNDAF outcome for this project – that human rights of children, women, and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance – not achieved	Within the annual cycle, reporting on achievements of gender equality results Technical support to Gender Caucus on consultations with citizens Technical support to Standing Committees

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	<p>P = 2 I = 3</p>	<p>reviewing draft laws and oversight of policies that have a specific focus on gender Condition for approval of TORs for activities are that they are gender sensitive</p>
		<p>All TORs are reviewed with a gender perspective</p>

#### IV. MANAGEMENT ARRANGEMENTS

##### Implementation Strategy

The project will be a Nationally Executed Project (NEX) in accordance with the National Execution Manual adopted in December, 2004 by the Economic Relations Division (ERD) of the Bangladeshi Ministry of Finance and UNDP.

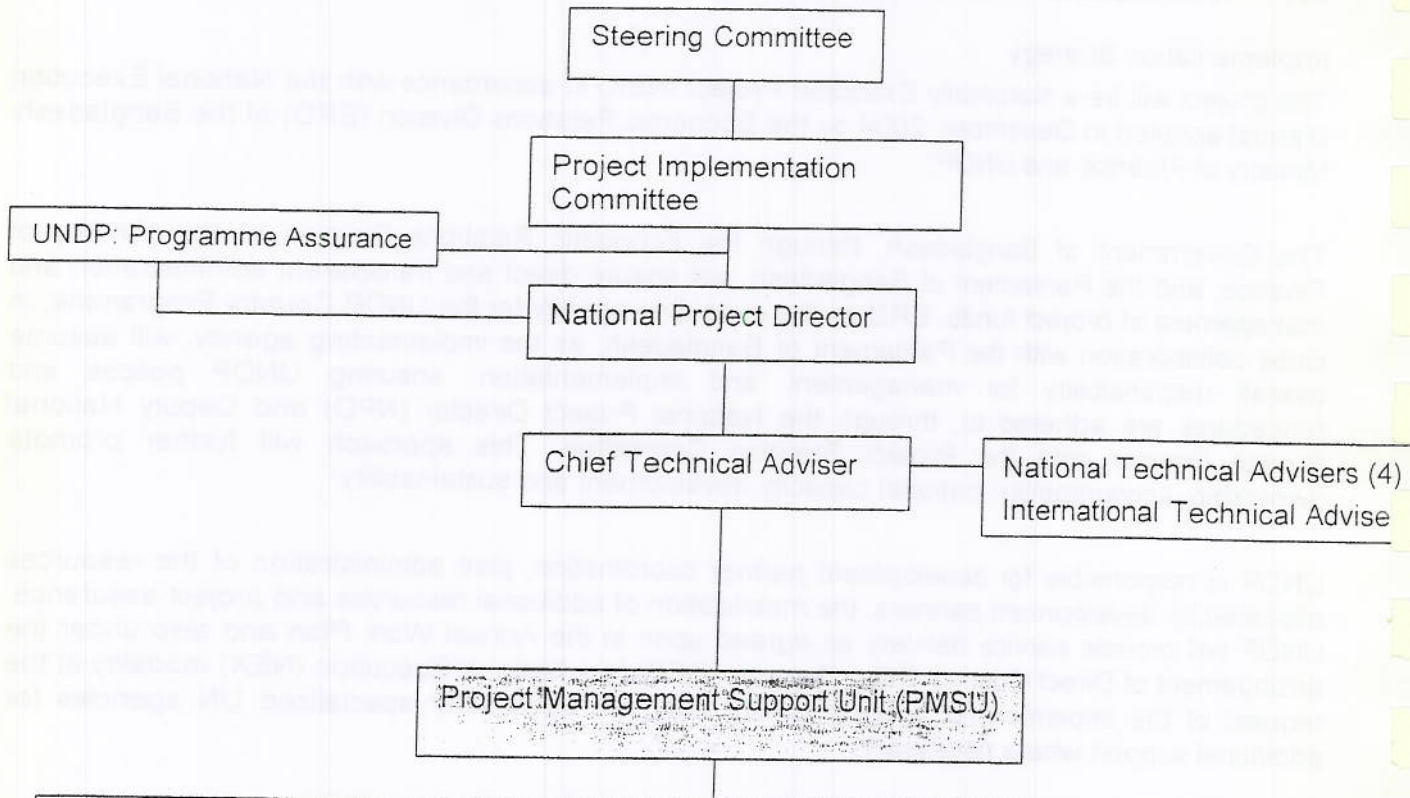
The Government of Bangladesh, through the Economic Relations Division of the Ministry of Finance, and the Parliament of Bangladesh, will ensure direct and transparent administration and management of project funds. ERD as the executing agency for the UNDP Country Programme, in close collaboration with the Parliament of Bangladesh, as the implementing agency, will assume overall responsibility for management and implementation, ensuring UNDP policies and procedures are adhered to, through the National Project Director (NPD) and Deputy National Project Director and the Project Steering Committee. This approach will further promote ownership, accountability, national capacity development and sustainability.

UNDP is responsible for development partner coordination, joint administration of the resources allocated by development partners, the mobilization of additional resources and project assurance. UNDP will provide service delivery as agreed upon in the Annual Work Plan and also under the arrangement of Direct Country Office Support (DCS) to a National Execution (NEX) modality at the request of the implementing agency. UNDP may call upon other specialized UN agencies for additional support where necessary.

The project will be managed in a manner consistent with the NEX manual or any future agreement between UNDP and the Government of Bangladesh. Programme and Project Management includes the following structures:



Figure 1 Parliament Project Management Diagram:



<p><b><u>Management</u></b></p> <ul style="list-style-type: none"> <li>• Project Coordinator</li> <li>• Project Officer (4)</li> </ul> <p><b><u>Administration</u></b></p> <ul style="list-style-type: none"> <li>• Administration and Finance Manager</li> <li>• Procurement Management Assistant</li> <li>• Records and Documents Officer</li> <li>• Admin Assistant</li> <li>• Programme Assistant</li> <li>• Personal Management Specialist</li> </ul> <p><b><u>Monitoring and Evaluation</u></b></p> <ul style="list-style-type: none"> <li>• Monitoring and Evaluation Officer</li> </ul>	<p><b><u>Communication</u></b></p> <ul style="list-style-type: none"> <li>• National Communication Specialist</li> </ul> <p><b><u>Research</u></b></p> <ul style="list-style-type: none"> <li>• Research Officer (4)</li> </ul> <p><b><u>Information Communication &amp; Technology</u></b></p> <ul style="list-style-type: none"> <li>• ICT &amp; Web Development Manager</li> <li>• ICT Management Assistant</li> </ul>
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## Project Steering Committee

A Project Steering Committee, reports to the Hon. Speaker of the Parliament of Bangladesh who is the approving authority and representative of Members and their interest. The Steering Committee will be the highest level policy and oversight body for the project. It will provide policy guidelines, review all aspects of project progress against targeted results, including examination of lessons learned and service delivery, and ensure coordination with other national initiatives and development projects. The Project Steering Committee (PSC) will meet Quarterly and will receive reports from the Project Management Support Unit (PMSU) through the National Project Director (NPD). The PMSU shall act as Secretariat under supervision of the NPD. The committee members will include:

- Secretary, Parliament Secretariat – Chairperson;
- Representative, Ministry of Law, Justice & Parliamentary Affairs;
- Representative from the Planning Commission (Concerned Sector);
- Representative from ERD, Ministry of Finance;
- Representative from IMED, Ministry of Planning;
- National Project Director;
- Representative from UNDP;
- Representative of development partners;
- Chief Technical Adviser (CTA)
- Deputy National Project Director will be the Secretary to the Committee.

The project Steering Committee is to ensure upstream policy direction of a UNDP supported project and to coordinate inter-ministerial issues. The main responsibilities of the Project Steering Committee are:

- Review progress of the project and discuss policy implications;
- Recommends actions to reflect new policy directions in national planning documents (GoB Periodic Plan, ADP allocation, PRSP, etc)
- Coordinate and resolve any inter-ministerial or cross-sectoral matters;
- Provide proper policy guidelines to overcome the problems of the project and approve the Annual Work plan, and
- Review the capacity of National Implementing Agency

## Project Implementation Committee

The Project Implementation Committee (PIC) will be established to ensure high quality coordination. Chaired by the National project Director (NPD), it provides a forum to ensure speedy implementation and project results through the provision of necessary and critical support. the PIC will be responsible for preparing and endorsing the quarterly work plan, monthly and quarterly progress report, annual work plan and annual progress report. This committee will supervise the overall project implementation and day to day management of the project. The committee will meet once in every two month. The constitutional of the committee will be as follows;

- National Project Director – Chair;
- Deputy National Project Director;
- Representative from Honourable Speaker's Office;
- Representative, Ministry of Law, Justice & Parliamentary Affairs;
- Representative from the Planning Commission (Concerned Sector);



- Representative from ERD, Ministry of Finance;
- Representative from IMED, Ministry of Planning;
- Representative from UNDP;
- Project Manager/Chief Technical Adviser - Member Secretary

### Project Management Support Unit<sup>11</sup>

Project management and implementation can be a complex undertaking for an executing agency and a key requirement for effective implementation is having a strong management system in place. UNDP, will therefore, support the National Project Director to develop the necessary coordinating and management capacity to execute the project successfully.

The day-to-day management of the Parliament project will be the responsibility of the NPD, who will be supported by the Project Management Support Unit (PMSU). The staffing of the PMSU may be adjusted by the Steering Committee as required. The PMSU will include the following nationally recruited posts:

- Project Coordinator
- Project Officers (4)
- Administration and Finance Manager
- Finance Management Assistant
- Procurement Management Assistant
- ICT and Web Development Manager
- ICT Management Assistant
- Personnel Management Analyst
- Records and Documents Officer
- Programme Assistant (2)
- Admin Assistants (2)
- National Communication Specialist
- Monitoring and Evaluation Officer
- Research officers (4)

### Technical Support

As noted above, in order to ensure consistent technical support for the project, the project will recruit technical advisers. This will include:

- International Technical Advisers (2)
- National Technical Advisers (4)

### Project Assurance

The project assurance role is carried out by the Project Steering Committee, the NPD and through the PMSU, including, specifically, the Chief Technical Adviser, the International Technical Advisers and the National Technical Advisers. It is also vested upon UNDP as the Democratic Governance

<sup>11</sup> See Annex 3 for the Terms of Reference for all relevant posts for the project staff.



Cluster at UNDP will be the main point of contact for quality Assurance. The Programme Specialist, Elections and Parliament will be the primary interface but the Assistant County Director Governance will also provide value added policy and service delivery advice and higher level representation. The Country Director will represent UNDP at the Steering Committee and will be the high level points of contact with senior government officials.

Within the annual cycle

- On a quarterly basis a quality assessment shall report progress towards the completion of key results based on quality criteria and methods captured in the Quality Management Table below (Table 1)
- An issue log shall be maintained in files and updated by the Chief Technical Advisor for business tracking and resolution of potential problems or requests for change
- Based on the initial risk analysis submitted (see Annex 1) a risk log shall be maintained. All risks are regularly updated by reviewing the external environment. The risk effect the group implementation
- Based on the above information recorded in files a Project Progress Report (PPR) shall be submitted by the Chief Technical Advisor to the Steering Committee for approval. Approval shall be given to the extent that the Steering Committee is satisfied with the project. A project lesson-learned log shall be advanced and regularly updated to capture the learning and adaptation within the organization and to facilitate the knowledge to the lesson-learned report at the end of the project
- A Monitoring Schedule Plan shall be advanced in files and updated to track the management interventions
- A report on achievement of gender equality results with metrics shall be submitted to the Steering Committee for approval. The report shall include the gender equality results and amount of resources used in projects. These results shall be submitted by the Chief Technical Advisor

Annually

- Annual Review Report: An Annual Review Report shall be prepared by the Chief Technical Advisor and shared with the Project Steering Committee. The preparation of the Annual Review Report shall comply with the relevant terms of the PPR covering the whole year with detailed information for each project in the PPR as well as a summary of results achieved against performance targets at the project level
- Annual Project Review: Based on the above report an annual review shall be conducted during the fourth quarter of the year or soon after. It shall be conducted by the project and across the Annual Plan (APR) for the following year. In the first year the review will be a self-assessment. The review is done in the Project Steering Committee and may involve other stakeholders as required. It shall cover the period in which progress is being made towards output and that have been agreed in appropriate outcomes

In addition to the standard metrics of evaluation mentioned above, the report will also include a summary of the key findings of the review and the implications of the findings for the project. The report will also include a summary of the key findings of the review and the implications of the findings for the project. The report will also include a summary of the key findings of the review and the implications of the findings for the project.



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## V. Monitoring Framework and Evaluation

In accordance with the standard programming policies and procedures, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below (Table 1).
- An Issue Log shall be activated in Atlas and updated by the Chief Technical Adviser to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Chief Technical Adviser to the Steering Committee through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- A report on achievements of gender equality results with mention about challenges and opportunities in achieving the gender equality results and amount of resources used to produce these results shall be submitted by the Chief Technical Adviser.

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Chief Technical Adviser and shared with the Project Steering Committee. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

In addition to the standard means of evaluation noted above, the project will update risk logs on a quarterly basis. Periodic analysis of risks and identification of risk mitigation is a critical exercise given the overall risks and the inherently political nature of work with parliaments. The Unit will update and disseminate lessons learned. The following documents will be produced:



- Technical Reports
- Research reports and surveys
- Workshop Proceedings and evaluation questionnaires
- Programme Completion Report
- Other reports as needed

Independent of internal reviews, external audits and evaluations will also be facilitated by the project. These include:

- Baseline, mid term and project impact evaluations
- Audits: All UNDP assisted NEX programmes are subject to audit at least once in their lifetime. They are normally audited annually by the Comptroller and Auditor General of the Government of Bangladesh, represented by the Foreign Aided Projects Audit Directorate (FAPAD). The project will be subject to audit at any point in time by the auditors of UNDP, or any other auditors appointed by UNDP in consultation with ERD. The conduct and management of an audit is guided by relevant provisions of the NEX manual

The project will continually refine and identify key indicators and ensure that the monitoring systems can measure project progress. This will align with the frequency of progress reports to enable key stakeholders to have a clear picture of progress. The project will also monitor the results and lessons learned of study tours and international/domestic travel to ensure value for money and knowledge sharing. Importantly, monitoring and evaluation activities will focus on consultations with beneficiaries in order to ensure that their needs are identified and reflected in the project activities.

#### Quality Management for Project Activity Results

Quality management for Output level results will be recorded using the following format and information from the Results Framework. This format will be used in quarterly and annual reporting.

**Table 1: Quality Management for Project Activity Results**

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID	Start Date: End Date:
Purpose	What is the purpose of the activity?	
Description	Planned actions to produce the activity result.	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

## VI. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

## Annex – I - Job Description

### Roles and responsibilities of National Project Director (NPD)

1. **Background and professional status.** The NEA of each project should appoint an NPD who is responsible for overall management of the project who assumes responsibility for day-to-day management of project activities, including substantive, financial and administrative matters. The success or failure of a project depends largely on how effectively the National Project Director (NPD) performs her/his duties and responsibilities.
2. An NPD is a senior Government officer with policy decision-making authority. This designation of NPD position allows for the presence of decision-making authority at the project level. In the executive branch of the Government, the NPD is usually a senior official in a Ministry. In the legislative branch, the NPD could be a senior officer designated by and reporting to the Speaker of Parliament or another designated (senior) official reporting to the Speaker. Similar designation will apply to an NPD in a project located in the judiciary. For relatively large and complex programmes requiring inter-ministerial cooperation, the NPD is usually the Secretary/Additional Secretary from the NEA.
3. Government stresses the importance of selecting the most suitable person as NPD in view of the objectives of the project. The responsibility of identifying a suitable candidate is vested in the Selection Committee of the concerned Ministry. Details about the candidate are forwarded to ERD and UNDP for review and comment, prior to final selection of the candidate for the NPD's position. UNDP funds cannot be used for payment of remuneration to a NPD who is a fulltime Government civil servant.
4. **Duties and responsibility.** An NPD is normally required to undertake the following responsibilities and functions:
  - Assume overall responsibility for the successful execution and implementation of the project, and accountability to Government and UNDP for the proper and effective use of project resources.
  - Ensure mechanisms of translating outputs of project interventions into articulation of policy implications and recommendations and feeding into government policy decision-making.
  - Open and operate project bank account, and petty cash account as per approval of the Principal Accounting Officer of the designated Ministry (or other approving authority in other two organs of the State).
  - Ensure that prior obligations and prerequisites of the Government to the project are met.
  - Prepare, regularly update, and ensure the implementation of project Work plans consistent with the provisions of the Prodoc.
  - Exercise overall technical, financial and administrative oversight of the project.
  - Ensure that the project outputs are produced as stipulated in the Prodoc, and the immediate objectives of the project are realized
  - Ensure timely recruitment and supervision of project personnel.
  - Ensure timely mobilization of project inputs including subcontracts, equipment, training
  - Ensure the project budget is regularly updated so that it reflects the current status of financial delivery and estimated requirements for the future quarters and years as accurately as possible.
  - Ensure timely submission of required reports, including Inception Reports, Work plans, Progress Reports, Financial Reports, Annual Project Report (APR), and technical reports of consultants, study tour/training reports.
  - Participate in monitoring, review and evaluation of the project and all other policy related meetings.

- Establish effective working relationships with UNDP, the relevant UN and other implementing agencies, and with other officials and entities with which the project must interact.
- Coordinate and maintain liaison with other development partners whose support is critical to achieving outcomes of the project intervention.

**Roles of Responsibilities of Deputy National Project Director (DNPD)**

The Parliament of Bangladesh will appoint a DNPD from the Bangladesh Parliamentary Service in close consultation with UNDP. The DNPD will be appointed for the length of the project, to ensure consistency and institutional commitment to the project.

The DNPD is responsible for support the NDP in the overall management of the project including substantive financial and administrative matters. The key responsibilities of the DNPD include is to support the duties and responsibilities of NPD and to act in place of NPD when authorised or delegated to.

## Chief Technical Advisor

Functional title: Chief Technical Advisor  
Duty station: Dhaka with trips to districts  
Duration: One year with possibility of extension.  
Rank: P-5

### 1. Background

Since the re-establishment of parliamentary democracy in Bangladesh, following the successful elections of December 2008, UNDP has designed a multi-donor project to support the 9th Parliament of Bangladesh carry out its functions within a democracy – represent the citizens of Bangladesh, scrutinize draft legislation and oversee the work of the government. To that end, the project will use long-term technical advice as the primary means of delivering support to the project and parliament. This will include a team of three international technical advisers and eight national technical advisers. The lead adviser will be the Chief Technical Advisor.

The project consists of following four outputs:

1. The Parliament is supported by an independent, capable and service oriented Parliamentary Secretariat;
2. Parliamentary committees are able to effectively scrutinize executive action, review public policy and the expenditure of public funds and take Parliament to the people;
3. The Speaker and Members of Parliament have the necessary support and resources to effectively undertake their respective roles and responsibilities;
4. Parliament is able to effectively engage with the people of Bangladesh.

The CTA is recruited by a UN agency, in consultation with UNDP and ERD, and is an international professional input to the project. He/she provides overall project management support to the NPD and in coordinating technical activities. Because of the high profile role of the CTA, the position is identified after a rigorous assessment of the NEX capacity of the designated NEA and NIA. The tasks of the CTA include the following;

- Ensure in cooperation with NPD, technical soundness of project activities and achievement of project outputs and outcome
- Advise the Project Steering Committee on policy related issues
- Participation in the meetings on policy related issues;
- CTA should attend policy related meetings on accountability and transparency of financial management, recruitment and procurement activities of the project;
- Act as a joint-signatory of the project accounts and the cheque, whenever required, as per UNDP guidelines/NEX Manual;
- Advise NPD and train staff in documentation of best/good practices, lesson learned and in ensuring the mechanisms for up streaming project achievements from downstream pilot interventions;
- Prepare and submit periodic reports, as required, to NEA/UNIA and UNDP;
- Coordinates support of the development partners to achieve the project outcomes;
- Maintain excellent working relationships with executing agency and the funding agencies.

Provide active support to the relevant desk/programme unit of UNDP in recording the programme results/outcomes for corporate reporting tools;

- Any other substantive advisory inputs, as requested by the NPD, in relation to achievement of project objectives, outputs and outcome.

## 6. Qualifications

- Post-graduate degree in law, public administration, institutional/organisational development or related field;
- A minimum of 10 years working experience in the area of parliamentary affairs, legislative assistance and/or governance programme and projects;
- Knowledge and experience from working with countries in transition. Previous work experience in Bangladesh is an asset;
- Excellent project management skills and knowledge of donor policies and funding modalities. Knowledge of UNDP programming practices is an asset;
- Proven familiarity with gender analysis and concepts;
- Excellent spoken, report writing and presentation skills in the English language. Knowledge of Bengali is an asset.
- Strong inter-personal skills; results driven, ability to work under pressure and to meet strict deadlines. Ability to deal with politically sensitive and complex issues; Strong communication, networking and team-building skills.





## Project Coordinator:

Duration of Services: One year with possibility of extension.

Duty station: Dhaka with travel to the districts

Rank: SB4

National Project Coordinator is assigned to carry out project activities that are upstream in nature and at the same time is responsible for downstream project operations as well. He/she is generally a highly experienced national. The Project Coordinator acts as the leader of the project/programme management team, in absence of the CTA. The position is sometimes referred to as Project (or Programme) Manager when the tasks to be performed are more downstream in nature (in such the incumbent may not lead the PMT).

Below a list of the main responsibilities of an National Project Coordinator:

- Act as deputy team leader, and take the leadership of PMT in absence of the CTA;
- Assist NPD in coordinating, planning and implementing project activities, including development, design and strategic planning of programme/project components;
- Responsible for effective liaison with concerned GoB agencies and counterparts;
- Assist NPD and the CTA (if available) in day to day management of the project/programme, including administrative, financial affairs;
- Undertake the arrange for recruitment of project personnel, as per the NEX guidelines;
- Represent NPD/DNPD, when assigned, at meetings at both policy and operational level;
- Assist NPD/CTA to formulate, operationally and maintain monitoring and evaluation process of the project/programme;
- Assist NPD/CTA in preparation of the various required reports including Progress Reports, Financial Reports, Annual Progress Report (APR), etc and organize timely completion of technical reports;
- Organize tripartite review meetings and evaluation, and prepare documentation, as needed, for the above events.

## **International Technical Adviser (ITA)**

Duration of Services: One year with possibility of extension.

Duty station: Dhaka with travel to the districts

Rank: ALD-4

### ***Background***

Since the re-establishment of parliamentary democracy in Bangladesh, following the successful elections of December 2008, UNDP has designed a multi-donor project to support the 9th Parliament of Bangladesh carry out its functions within a democracy – represent the citizens of Bangladesh, scrutinize draft legislation and oversee the work of the government. To that end, the project will use long-term technical advice as the primary means of delivering support to the project and parliament. This will include a team of two international and four national technical advisers. The lead adviser will be the Chief Technical Adviser; however, the two ITAs will each be responsible for delivery with regard to two outputs.

### **The project consists of following four outputs:**

1. The Parliament is supported by an independent, capable and service oriented Parliamentary Secretariat;
2. Parliamentary committees are able to effectively scrutinize executive action, review public policy and the expenditure of public funds and take Parliament to the people;
3. The Speaker and Members of Parliament have the necessary support and resources to effectively undertake their respective roles and responsibilities;
4. Parliament is able to effectively engage with the people of Bangladesh.

### ***Task Summary***

The ITAs will have extensive experience working with parliament, either as part of a secretariat, an MP or another role associated with a parliament. The ITAs should also have some experience having worked in the field of governance, preferably parliamentary development, at the international level.

- Build Capacity of the Members of Parliament to perform the duties entrusted to them as part of elected officials.
- Maximize the impact of the assistance and develop cases and good practices
- Develop tools and assist preparation of training activities to strengthen the capacity of MPs to represent, contact and effectively interact with their constituents
- Introduce tools to promote the practice of public consultations as a mechanism to improve the quality of work in Parliament and pilot public consultations through standing committees.
- Transfer knowledge with regard to international best practices in the field of parliamentary development
- Develop long-term relationships with key MPs and staff to enhance the transfer of knowledge



- Support the development of training materials and other methods of knowledge transfer.

The Adviser is also required to:

- Review and make recommendations to the Chief Technical Adviser on the subject of reports and reference materials for training activities (workshops, seminars, training courses, study tours), to ensure that the relevant priorities of the Project are reflected in such materials.
- Contribute to the preparation of an inception report as well as an end-of-assignment report, describing and analyzing key lessons learned and good practices, as well as identifying major substantive issues that have merged and that would require further consideration by the NA, UNDP and project donors.

## 2. Reporting arrangements

The International Technical Advisers will implement their main functions and undertake specific duties under the direct supervision of the UNDP Chief Technical Advisor.

In line with UNDP's staff rules, the Advisers' annual performance will be measured by a Results and Competency Assessment (RCA). The RCA document will be prepared by the Adviser in consultation with the Chief Technical Advisor, the NPD and UNDP, and reviewed by UNDP's Career Review Group set up by the UNDP Resident Representative. As such, the Adviser is accountable to UNDP as the funding agency of the project.

## 3. Qualifications

- Post-graduate degree in law, public administration, institutional/organisational development or related field or equivalent work experience;
- A minimum of 8 years working experience in the area of parliamentary development or work with a legislative body.
- Knowledge and experience from working with developing countries. Previous work experience in Bangladesh is an asset;
- Excellent project management skills and knowledge of donor policies and funding modalities. Knowledge of UNDP programming practices is an asset;
- Proven familiarity with gender analysis and concepts;
- Excellent spoken, report writing and presentation skills in the English language. Knowledge of Bengali is an asset.
- Strong inter-personal skills; results driven, ability to work under pressure and to meet strict deadlines. Ability to deal with politically sensitive and complex issues;
- Strong communication, networking and team-building skills.

## National Technical Advisers (4)

Contract: One year with possibility of extension.

Location: Dhaka with travel to districts

### 1. Main Tasks

The National Technical Advisers will be primarily for supporting the Chief Technical Adviser in the design, organization and implementation of activities corresponding to the outcomes of the project.

The project consists of following four outputs:

1. The Parliament is supported by an independent, capable and service oriented Parliamentary Secretariat;
2. Parliamentary committees are able to effectively scrutinize executive action, review public policy and the expenditure of public funds and take Parliament to the people;
3. The Speaker and Members of Parliament have the necessary support and resources to effectively undertake their respective roles and responsibilities;
4. Parliament is able to effectively engage with the people of Bangladesh.

Specific tasks and responsibilities of the National Technical Advisers include:

- Providing substantive support to the Chief Technical Adviser in preparing the detailed work plan and in the design of project activities and the sequencing of activities for the relevant outcome.
- Provide support to the Chief Technical Adviser in coordinating diverse activities to maximize the use of Project resources.
- Maintaining close contact and ensuring collaboration with relevant committees, ministries, secretariat staff, MPs, and Parliamentary Party officials while implementing the Project activities to ensure that the Project Work Plan is carried out effectively.
- Collect and collate relevant data and prepare draft periodic progress reports under the supervision of the Chief Technical Adviser and the International Technical Advisers.
- Implement other duties to be requested by the National Project Director.

### 2. Reporting

The National Technical Advisers will work under the day to day supervision of the Chief Technical Adviser and in close collaboration with the International Technical Advisers.

### 3. Qualifications

- University or post-graduate degree in political science, law, or other relevant field
- Minimum of 5 years of experience working for/with one or more legislative institution, preferably on activities related to parliamentary development.
- Experience in other countries would be an asset.
- Experience conducting activities bringing government into contact with citizens would be an asset.
- Knowledge of the role and practices of representative institutions in democratic societies would be an asset.
- Familiarity with social-political organization's activities and the procedures relating to the

organization and activities of the judicial and legal institutions of the Government.

- Ability to work with a broad range of individuals with diverse backgrounds and experience.
- Familiarity with the activities and procedures of UNDP and experience working with UNDP and other donors will be an advantage.
- Good speaking and writing English
- Administrative skills and practical computer and software skills, such as: DOS, Windows, Microsoft Word, and Bengali popular software

## **Monitoring and Evaluation Officer**

Contract: One year with possibility of extension.

Location: Dhaka

### **1. Main Tasks and reporting**

The Monitoring and Evaluation Officer will implement his/her main functions and undertake specific duties under the direct supervision of the Chief Technical Adviser.

### **2. Qualifications:**

- University degree in development, economics, business administration or related fields with a minimum of 3 year works experience in monitoring and evaluation of development assistance (ODA) projects;
- Knowledge of Government project execution procedures. Working knowledge and experience with Government agencies and legislative bodies would be an advantage;
- English proficiency and ability to prepare project financial reports in English;
- Experience and/or familiarity with governance indicators and monitoring of gender mainstreaming projects;
- Relevant computer skills are required (Word, Excel, Power Point)

## Project Officer (4)

Contract: One year with possibility of extension.

Location: Dhaka

### 1. Main Tasks and reporting

Each Project Officer will implement his/her main functions and undertake specific duties under the direct supervision of the Chief Technical Adviser.

### 2. Qualifications:

- A Masters degree in Political Science, Economics, Law or related disciplines, with a minimum of 4 years work experience, with at least 1 year experience working on an international project, in the administration and management of development assistance (ODA) projects and 1 year's work experience on nationally-executed UNDP projects.
- Knowledge of Government project execution procedures. working knowledge and experience with Government agencies. Familiarity with the Parliament of Bangladesh is an asset. Fluent written and spoken English. Knowledge of Bengali and previous work
- Experience and/or familiarity with governance indicators and monitoring of gender mainstreaming projects;
- Relevant computer skills are required (Word, Excel, Power Point)

## Finance Management Assistant

Contract: One year with possibility of extension.

Location: Dhaka

### 1. Main Tasks and reporting

The Finance Management Assistant will implement his/her main functions and undertake specific duties under the direct supervision of the Chief Technical Adviser.

- Prepare/draft correspondence regarding a variety of financial matters.
- Examine various kinds of vouchers, payment requests and their supporting documents for accuracy and completeness Prepare payment vouchers and/ or bank transfer orders
- Accounting and administration of project funds: Assist the Chief Technical Adviser in administration of project funds, In charge of the filling systems of project financial documents; Prepare and update proposed projects budget revisions;
- Assist the Chief Technical Adviser in all activities relating to project procurement and sub-contracting; Administer project equipment and other project facilities.
- Provide financial information upon requests from Management for decision-making and information.
- Advise and assist staff, experts and consultants on all respects of travel claims and other related financial matters, calculating and authorizing payments due for claims and services
- Based on the annual work plans, the Finance Officer prepares updates and monitors the finance plans of the project, in consultation with the Chief Technical Adviser
- Prepare and process monthly payroll payments.
- Ensure the necessary contacts with UNDP for finance-related queries. Support in the different activities that are assigned by the Chief Technical Adviser, within the framework from his or her experience and competence.

### 2. Qualifications:

- University degree in finance/accounting, economics, business administration or related fields with a minimum of 3 year works experience in the administration and management of development assistance (ODA) projects;
- Knowledge of Government project execution procedures. Working knowledge and experience with Government agencies and legislative bodies would be an advantage;
- English proficiency and ability to prepare project financial reports in English;
- Experience and/or familiarity with financial rules of international projects and project financial management practice is an asset;
- Relevant computer skills are required (Word, Excel, Power Point)



## National Communication Specialist

Contract: One year with possibility of extension.

Location: Dhaka with travel to the districts

### 1. Main Tasks

The work of the Communications Specialist will be to design and implement in cooperation with all project staff an effective communication strategy that will support advocacy efforts in all policy areas of the project and that will keep all project stakeholders informed of project activities, in Bangladesh and within the larger donor community globally. The Communications Specialist will:

- Work with the PMU, the Parliament and UNDP to implement the communications and advocacy strategy to support the project.
- Acts as managerial focal point on the Project information and reporting activities.
- Assist the NPD, the CTA and other staff as well in establishing partnerships with Bangladeshi and donor agencies, through support in the area of communications and public relations.
- Assists in promoting activities on national, regional, local and international levels through substantive advice and information.
- Ensures and supports monitoring, analyses and research in the areas of current project operation as well as regarding the areas of future project activities.
- Establish and maintain relationships with all partners involved on legislative affairs in Bangladesh in the area of information/communication activities
- Responsible for the implementation of the mechanism for publicizing and disseminating information about the project and legislative affairs, both for Bangladeshi and International audiences, with special attention in the information needs of project partners and stakeholders.
- Prepares communication materials and compiles reports to the donors and national partners on the Program activities, including presentations, press-releases, etc.
- Supervise the design, editing and publication of advocacy, training and promotional material.
- Facilitate knowledge sharing activities of the project within Bangladesh and globally.
- Liaise with the media in consultation with the Chief Technical Adviser, and organize press events on progress of the implementation of the Project.
- Liaise with the Press Office of the Parliament of Bangladesh and UNDP in matters related to project implementation.

### 2. Reporting

The National Communications Specialist will work under the direction and supervision of the Chief Technical Adviser, according to the guidance of the National Project Director.

### 3. Qualifications

- Masters Degree in related field. Candidates with qualifications in communication, project management or information technologies will be preferred.

- Minimum 3 years of experience working in a similar position
- At least 5 years of experience working in development projects
- Demonstrated ability to draft communication/information strategies (samples are to be presented)
- Strong skill on web-publishing and publishing in general. Be able to develop and update website, write leaflets, brochures, newsletters, edit books and manuals.
- Strong report-writing skills
- Excellent knowledge of the legislative and government system of Bangladesh
- Familiarity with new aid modalities, especially of UNDP NEX procedures
- Excellence in written and oral communication (in both Bengali and English)
- Experience in training is an advantage

## Administrative Assistant (2)

Contract: One year with possibility of extension.

Location: Dhaka with travel to the districts

### Main responsibilities:

Under the direct supervision of the Chief Technical Adviser, the incumbent will provide overall supports to the Project in:

- Implementing Project activities;
- Being responsible for administrative and logistic arrangement;
- Preparing quarterly and annual progress reports;
- Drafting correspondences and contacting with donors and other partners;
- Preparing and filing documents relating to Project activities;
- Implementing other tasks as required;

### Qualifications:

- University Degree in International Development, Business Administration or related fields;
- Experience working with the Parliament of Bangladesh is an asset;
- Fluent English speaking and writing skills, with focus in social sciences;
- Minimum of 2 years of relevant experience;
- Good skills in the use of computers and software for office purposes, such as: Windows, Microsoft Word, EXCEL, Power Point;
- Full time availability for project duties.

## **Finance Management Assistant**

Contract: One year with possibility of extension.

Location: Dhaka

### **Main responsibilities:**

Under the direct supervision of the Admin and Finance Manager, the incumbent will provide overall supports to the Project in:

### **Administrative Tasks:**

- Provide administrative, logistical and secretariat support to the CTA in preparing, implementing and evaluating all project activities.
- Draft routine correspondence in relation to financial matters at the instruction of the Chief Technical Adviser
- Establish and maintain all financial files and documents relating to Project activities.

### **Financial Tasks:**

- Accounting and administration of project funds: Assist the Chief Technical Adviser in administration of project funds; prepare quarterly reports on project expenditures and advance requests; be responsible for the filing system of project financial documents; prepare and update proposed project budget revisions; assist the Chief Technical Adviser in meeting requirements for internal and external project audits.
- Assist the Chief Technical Adviser and the Finance Officer in all activities relating to project procurement and sub-contracting; administer project equipment and other project facilities.

### **Qualifications:**

- University Degree in Finance and Accounting, Business Administration or related fields;
- Experience working with the Parliament of Bangladesh is an asset;
- Fluent English speaking and writing skills, with focus in social sciences;
- Minimum of 2 years of relevant experience;
- Good skills in the use of computers and software for office purposes, such as: Windows, Microsoft Word, EXCEL, Power Point;
- Full time availability for project duties.

Multi Year Work Plan  
Improving Democracy Through Parliamentary Development in Bangladesh  
Outcome: The Parliament of Bangladesh effectively fulfills its role as legislative, representative and oversight body according to the Constitution of Bangladesh

Expected Outputs and indicators including annual targets	Indicators	List of all activities including M&E to be undertaken during the year towards stated CP outputs	Implementing Agent	2010	2011	2012	2013	2014	Amount as per implementing Agent	Grand Total
Output 1: Parliament is supported by an independent, capable and service oriented Secretariat										
Output 1.1 Support to the office of the Honorable Speaker	1.1.1 Project reports 1.1.2 Study and evaluation report 1.1.3 Seminar materials 1.1.4 Office management and efficiency increased	1.1.1 Provide technical advice to the Honorable Speaker with regard to secretariat operations, procedural matters, project coordination and other advice as requested 1.1.2 Study Tour to review international best practice and to review corporate and strategic plan developed 1.1.3 Conduct seminars for staff on best practice and effective and efficient operations of the office of the Speaker 1.1.4 Implement procedural, research, ICT and corporate subsidies into Speaker's office operations	UNDP   NEX	20,000	54,000	54,000	54,000	27,000	209,000	209,000
Output 1.2 Support to Deputy Speaker, Chief Whip, Chief Whip Opposition, Whips and other officers of the House	1.2.1 Project report 1.2.2 Study tour report/evaluation report	1.2.1 Implement procedural, research, ICT and corporate subsidies into Deputy Speaker, Chief Whip, Chief Whip Opposition, Whips and other officers office with regard to procedural matters as required 1.2.1 Study tour to review international best practices on parliament procedures	UNDP  UNDP	20,000	34,000	34,000	44,000		132,000	132,000
Output 1.3 Enhance the capacity of the Secretariat	1.3.1 Project reports & Monitoring and Evaluation report 1.3.2 Monitoring & Evaluation report/annual report of the Parliament/budget approvals/member and staff performance and service level baseline survey 1.3.3 Committee report/Project annual report/Study tour report	1.3.1 Provide technical support to Parliament Secretariat to develop a corporate and strategic plan, monitoring & evaluation and risk management systems. 1.3.2 Provide technical support and resources to enhance the capacity of procedural, information, corporate, human resource and financial management systems and services 1.3.3 Support to the Parliament Secretariat to strengthen the independent status of the Parliament Secretariat	UNDP UNDP NEX UNDP NEX UNDP	12,000 18,000 50,000	12,000 18,000 100,000 40,000	6,000 9,000 100,000 100,000	6,000 9,000 100,000 100,000	5,000 5,000 100,000 100,000	42,000 63,000 400,000 350,000	105,000 750,000
										120,000

Output 1.5: Have a review report about the report to parliament	1.4 Committee minutes and reports	NEX	2,000	2,000	2,000	2,000	2,000	2,000	10,000	10,000
	1.5.1 Assessment report									
	1.5.2 Project report	NEX	9,000	9,000	9,000	9,000	9,000	9,000	40,000	40,000
Output 1.6: Have a research report about the report to parliament	1.6.1 Needs assessment report	NEX		25,000	25,000	25,000	25,000	25,000	100,000	100,000
	1.6.2 Project report	NEX		10,000	10,000	10,000	10,000	10,000	20,000	20,000
	1.6.3 Project report	UNDP	50,000	125,000	125,000	125,000	125,000	125,000	400,000	400,000
Output 1.7: Validate the services of the Parliament's library	1.7.1 Assessment report	UNDP	50,000	50,000	50,000	50,000	50,000	50,000	110,000	110,000
	1.7.2 RFP report	UNDP		130,000	130,000	130,000	130,000	130,000	150,000	150,000
	1.7.3 Project report	UNDP		20,000	20,000	20,000	20,000	20,000	50,000	50,000
	1.7.4 Project report	NEX								
	1.7.5	NEX								
	Total (Outcome 1)		355,000	1,074,000	589,000	684,000	253,000	3,055,000		

Output 2: Parliamentary Committees are able to effectively scrutinize executive action, review public policy and the conditions of public finance and the Parliament to people										
Output 2.1 Support committees to scrutinize draft laws, public expenditure and government policies and engage with citizens and stakeholders	2.1.1 Project reports	2.1.1 Provide technical advice to committee chairpersons and members on committee procedures.	NEX	5,000	10,000	5000	170,000	20,000	20,000	20,000
	2.1.2 Concept note	2.1.2 Develop graduate programme of research, procedural and administrative support to committee	UNDP	170,000	170,000	170,000	100,000	610,000	610,000	610,000
	2.1.3 Public Hearings and public engagement by committees	2.1.3 Support committees capacity to effectively hold public hearings	NEX	108,000	108,000	108,000	108,000	324,000	324,000	324,000
	2.1.4 Committee Reports	2.1.4 Provide support to committees in drafting a report including recommendations based on public input								
	2.1.5 Draft Amendments	2.1.5 Provide technical advice to draft amendment (see out put 1.4)								
	2.1.6 Committee Manual	2.1.6 Prepare knowledge materials relating to the work of committees and effective committee membership	NEX	5,000	10,000	10,000	10,000	25,000	25,000	25,000
Output 2.2 Increase the capacity of committee staff to support the work of committees	2.2.1 Assessment report	2.2.1 Assess skills and resources required to support Parliamentary committees								
	2.2.2 project reports	2.2.2 Based on assessment conducted, provide technical support to staff of the committees to carry out public consultations and public hearings								
	2.2.3 Fellowship reports	2.2.3 Develop graduate programme as per (2.1)								
Output 2.3 Support Parliament in monitoring treaties and conventions including the UN Convention of Anti Corruption (UNCAC)	2.2.4 RFP reports	2.2.4 Staff participate in an exchange/fellowship programme with a twined parliament	UNDP	15,000	15,000	15,000	15,000	75,000	75,000	75,000
	2.2.5 Project procurement report	2.2.5 Based on assessment procure necessary equipment for committee staff	UNDP	20,000	30,000			50,000	50,000	50,000
	2.3.1 Project report	2.3.1 Provide technical support to the parliament especially relevant Standing Committees to implement the treaty and review government policies related to meeting UNCAC	NEX	3,000	3,000	3,000	3,000	15,000	15,000	15,000
	2.3.2 Knowledge materials	2.3.2 Provide knowledge materials to MPs on treaties, conventions including UNCAC and Bangladesh's commitment, e.g. UNCAC, MDG, CEDAW	NEX	4,000	4,000	4,000	4,000	20,000	20,000	20,000
	2.3.3 Exchange programme with staff of relevant committee of twined parliament	2.3.3 Exchange programme with staff of relevant committee of twined parliament	UNDP		2,500	2,500		5,000	5,000	5,000
Total (Outcome 2)										
										1,144,000

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Output 3.3: The Speaker and Members of Parliament have the necessary support and resources to effectively undertake their respective roles and responsibilities

Activity	3.1. Based on the need assessment recommendations project will provide technical support and network support for infrastructure and ICT equipment	UNDP	125,000	500,000	500,000	1,125,000	1,125,000
Output 3.1: Digital Literacy Services	3.1.2 Provide technical support and training to Members and Secretariat to enable them to create and maintain digital equipment	NEX	5,000	3,000	2,000	10,000	10,000
	3.1.3 Establish a help desk to provide ICT support to the members of Parliament	UNDP	30,000	170,000	170,000	540,000	640,000
Output 3.2: ICT Infrastructure	3.2.1 Implement the TOR by establishing ICT infrastructure for members office and the regional service						
	3.2.2 Assessment report	NEX		170,000	170,000	510,000	610,000
	3.2.3 Fellowship among programme						
	3.2.4 Training materials	NEX	2,000	1,000	1,000	5,000	5,000
	3.2.5 Project Report	NEX	30,000	44,000	44,000	182,000	182,000
Output 3.3: Speaker and Members of Parliament	3.3.1 Annual report	NEX	3,000	2,000	2,000	10,000	10,000
	3.3.2 Speaker's Directive Coordination minutes						
	3.3.3 Project reports	NEX		10,000		10,000	10,000
	3.3.4 Survey, evaluation report	NEX	5,000	5,000		10,000	10,000
Output 3.4: Speaker and Members of Parliament	3.4.1 Speaker's Directive Coordination minutes						
	3.4.2 Training Knowledge materials	NEX		25,000		25,000	25,000
	3.4.3 Assessment report	NEX	3,000	2,000	2,000	10,000	10,000
<b>Total (Outcome 3)</b>							<b>2,837,000</b>



Output 4 Parliament is able to effectively engage with the people of Bangladesh												
Output 4.1 Establish a dialogue with citizens	4.1 Project report	4.1.1 Develop TOR to establish cross party caucuses on a range of issues supported by Honorable Speaker and members including for eg MDG issues										
	4.1.2 Project report	4.1.2 Provide support to establish the cross party caucus	NEX					5 000	5 000	10 000		10 000
	4.1.3 Project report	4.1.3 Establish dialogue between cross party caucus and the public	NEX					10 000	10 000	10 000		30 000
	4.1.4 Project report	4.1.4 Provide learning, training & development programme for MPs	NEX			20 000		20 000	20 000	20 000		100 000
	4.1.5 Public Hearings and public engagement by committees	4.1.5 Public Hearings and public engagement by committees	NEX					80 000	80 000	80 000		240 000
Output 4.2 Develop a responsive Petition Committee	4.2.1 Knowledge materials	4.2.1 Provide information about best practices for parliamentary petition committees	NEX					5 000	5 000			10 000
	4.2.2 Evaluation report	4.2.2 Conduct an assessment of the petition committee with recommendations to improve capacity	NEX					5 000	5 000			10 000
	4.2.3 Project report	4.2.3 Support the implementation of the recommendations from the assessment	NEX					5 000	5 000			10 000
	4.2.4 Project reports	4.2.4 Provide technical advice to the Chair and members of the Petition Committee										
Output 4.3 Produce a Parliamentary communications strategy	4.3.1 Assessment report	4.3.1 Conduct assessment of current parliamentary capacity with regards to communicating with citizens and produce a draft communications strategy (including media room, education programme and other key objectives)	NEX					2 500	2 500			5 000
	4.3.2 Communication strategy	4.3.2 Provide technical advice to implement recommendations of assessment	UNDP					25 000	25 000			100 000
	4.3.3 Annual report, Press release, M&E report	4.3.3 Launch and publish material/ implement recommendations	NEX					25 000	25 000			50 000
	4.3.4 Project report	4.3.4 Develop an interactive parliamentary website to inform citizens of the work of parliament (see output 1 B)	NEX					25 000	25 000	25 000		100 000

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Output 4.1 Gender Sensitive Programme Evaluation and Community Outreach work	4.1 Project report	NEX	20,000	50,000									
	4.1.1 Provide support to review the Programme Evaluation and Community Outreach work	NEX	20,000	50,000									
	4.1.2 Annual report	NEX		50,000									
	4.1.3 Project report	UNDP		50,000									
	4.1.4 Provide information support for evaluation programme	NEX		5,000									
	4.1.5 Provide support to select offering area for town hall meeting	NEX		5,000									
	4.1.6 Provide technical support to conduct town hall meeting	NEX		50,000									
	4.1.7 Following the need assessment conduct 3 day production programme through collaboration with other donor/implementing agencies	NEX		50,000									
	<b>Total (Outcome 4)</b>		<b>52,500</b>	<b>472,500</b>									
Programme Management		Implementing Agent	2010	2011	2012	2013	2014	Amount \$ per Reporting Period	Grand Total				
	4.2.1	UNDP	10,000	10,000	10,000	10,000	30,000	30,000	30,000				
	4.2.2	UNDP	4,000	20,000	20,000	20,000	84,000	84,000	84,000				
	4.2.3	UNDP	1,000	1,000	1,000	1,000	3,500	3,500	3,500				
	4.2.4	UNDP	250	100,000	100,000	100,000	350,250	350,250	350,250				
	4.2.5	UNDP	55,453	178,976	178,976	178,976	692,481	692,481	692,481				
	<b>Total Programme Management Cost</b>		<b>93,738</b>	<b>309,976</b>	<b>309,976</b>	<b>309,976</b>	<b>1,183,654</b>	<b>1,183,654</b>	<b>1,183,654</b>				

	2010	2011	2012	2013	2014	Amount as per Implementing Agent	Grand Total
<b>Regular Staff</b>							
National Project Coordinator	9,000	18,000	18,000	18,000	12,000	75,000	75,000
Project Officer (4)	16,000	72,000	72,000	72,000	48,000	282,000	282,000
Administration and Finance Manager	6,000	12,000	12,000	12,000	9,000	51,000	51,000
Finance Management Assistant	6,000	7,200	7,200	7,200	4,800	26,400	26,400
ICT Manager	6,000	12,000	12,000	12,000	8,000	50,000	50,000
ICT Management Assistant	3,600	7,200	7,200	7,200	4,800	30,000	30,000
Procurement Management Assistant	7,200	7,200	7,200	7,200	4,800	28,400	28,400
Personnel Management Analyst	6,000	12,000	12,000	12,000	8,000	50,000	50,000
Records and Documents Officer	7,200	7,200	7,200	7,200	4,800	28,400	28,400
Program Assistant (2)	7,200	14,400	14,400	14,400	9,600	60,000	60,000
Admin Assistant (2)	7,200	14,400	14,400	14,400	9,600	60,000	60,000
National Communication Specialist	6,000	12,000	12,000	12,000	8,000	50,000	50,000
Monitoring & Evaluation Officer	6,000	12,000	12,000	12,000	8,000	50,000	50,000
Research Officer (4)	7,200	14,400	14,400	14,400	9,600	60,000	60,000
Chief International Technical Adviser	93,000	186,000	186,000	186,000	124,000	775,000	775,000
International Technical Advisers (2)		60,000	60,000	60,000		120,000	120,000
National Technical Advisers (4)		96,000	96,000	96,000	64,000	352,000	352,000
Operation and Maintenance	34,752	69,504	69,504	69,504	50,000	293,264	293,264
Rental of vehicles (3)	18,000	36,000	36,000	36,000	18,000	144,000	144,000
<b>Total Project Management</b>	<b>227,952</b>	<b>669,504</b>	<b>669,504</b>	<b>669,504</b>	<b>405,000</b>	<b>2,581,464</b>	<b>2,581,464</b>
<b>Technical Advisers</b>							
<b>Operational Cost</b>							
<b>Total project budget</b>	<b>983,190</b>	<b>3,787,480</b>	<b>3,321,980</b>	<b>2,636,480</b>	<b>1,206,988</b>	<b>11,936,118</b>	<b>11,936,118</b>

