

## United Nations Development Programme

### Capacity Strengthening Team (CST) of Rural Employment Opportunities for Public Assets (REOPA) Project

#### DOCUMENT LOCATION AND PROPERTIES

<b>Title</b>	Capacity Strengthening Component of the Rural Employment Opportunities for Public Assets (REOPA) Project
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<b>Creator (individual)</b>	Majeda Haq, Programme Officer, <a href="mailto:majeda.haq@undp.org">majeda.haq@undp.org</a>
<b>Contributor</b>	<ul style="list-style-type: none"> <li>- UNDP-Bangladesh: Resident Representative, Country Director, Deputy Country Director, Assistant Country Director, Local Governance Adviser</li> <li>- European Commission - Bangladesh</li> <li>- Peri L. Johnson, Senior Legal Advisor, UNDP Bureau of Management</li> <li>- Zachary Ikiara, OAPR/IAS</li> <li>- Razina Bilgrami, Deputy Chief, UNDP Regional Bureau for Asia Pacific</li> </ul>
<b>Subject (Taxonomy)</b>	UNDP Bangladesh Local Poverty Initiatives Cluster
<b>Date approved</b>	
<b>Audience</b>	UNDP Country Office, Ministry of Local Government, Union Parishads
<b>Applicability</b>	This project document has been produced to describe the technical and financial details of the Capacity Strengthening Component of the REOPA Project in Bangladesh.
<b>Replaces</b>	N/A
<b>Is part of</b>	PRINCE 2 and Results Management Guide
<b>Conforms to</b>	ATLAS
<b>Related documents</b>	<ol style="list-style-type: none"> <li>1. Development Project Proforma (DPP) prepared by the Ministry of Local Government for REOPA</li> <li>2. Contribution Agreement between EC and UNDP</li> <li>3. Project Brief</li> </ol>
<b>Mandatory Review</b>	After one year

**COVER PAGE**

**Country: UNDP Bangladesh**

**UNDAF Outcome(s)/Indicator(s):**

*(Link to UNDAF outcome., If no UNDAF, leave blank)*

UNDAF 3: The most vulnerable groups have improved life conditions, skills, services and decent job opportunities.

**Expected Outcome(s)/Indicator (s):**

*(CPAP outcomes linked to the MYFF goal and service line)*

MYFF 1: Achieving MDGs and reducing human poverty

**Expected Output(s)/Annual Targets:**

*(CPAP outputs linked to the above CPAP outcome)*

CP Outcome 3.2: Expanded employment and poverty alleviation opportunity for poor and vulnerable people in rural and urban areas through local governance, community partnership and basic service delivery.

**Implementing partner:**

UNDP Bangladesh

**Responsible parties:**

UNDP Bangladesh

**Narrative**

The Capacity Strengthening Component (CSC) of the Rural Employment Opportunities for Public Asset (REOPA) is the UNDP executed (DEX) project for providing technical support to the REOPA. The CSC is part of the broader REOPA project described in the Technical and Administrative Provisions (TAP) of the Financing Agreement FOOD/2004/017004 (FA 2004) signed between the European Commission (EC) and the People's Republic of Bangladesh in December 2005.

REOPA builds on the best practices, and lessons learnt of two former projects, namely the Rural Maintenance Programme (RMP), co-funded by EC, CIDA, and the Government of Bangladesh (GoB), and the Sirajganj Local Governance Development Fund Project (SLGDFF), co-funded by United Nations Capital Development Fund (UNCDF), United Nations Development Programme (UNDP) and GoB. This project will employ very poor people in public work schemes, which will benefit their households and the rural communities.

A Capacity Strengthening Team (CST) will be set up to assist the Project Task Force (PTF) of REOPA. The CST aims to strengthen the capacity of central and local level government bodies and NGOs in designing, implementing and monitoring pro-poor and participatory projects, so that efforts made by REOPA are sustained. For this purpose, the CST will play the role of a technical assistance team to REOPA as foreseen in the Financing Agreement No. FOOD/2004/017004. Resources for the CST REOPA Project will be provided through a Contribution Agreement between the EC and UNDP.

Programme Period: 2006-2010

Programme Component: MYFF 1: Achieving MDGs and reducing human poverty

Project Title: Capacity Strengthening Component of the Rural Employment Opportunities for Public Assets (REOPA) Project

Project ID: N/A

Project Duration: 5 Years (2007-2012)

Management Arrangement: Direct Implementation

Total Budget	2,507,565
•	
• UNDP Regular	250,756
• Other:	
○ EC	2,256,809

Agreed by (UNDP):



**Manoj Basnyat**  
Country Director  
UNDP-Bangladesh<sup>2</sup>

01 APR 2007

## 1. PURPOSE

This document has been developed in order to capture and record the basic information required for directing and managing the content of the Capacity Strengthening Team of Rural Employment Opportunities for Public Assets (REOPA) Project at the REOPA Cell, Ministry of Local Government. It addresses the following fundamental aspects of the project:

- What are the project's objectives?
- Why is it important to achieve the objectives?
- How will the objectives be achieved?
- When will the objectives be achieved?
- Who are the responsible stakeholders to achieve the results?

When approved by the concerned authority, this document will provide the 'baseline' for project management. It will be used as a reference point for all major decisions to be taken about the project in the future and used at the conclusion of the project to measure the success of its management and delivery of results.

## 2. BUSINESS CASE

The Rural Maintenance Programme (RMP) of CARE Bangladesh funded by European Commission (EC) and Canadian International Development Agency (CIDA) operated for 23 years in more than 4000 unions of the country and employed over 100,000 women for rural road maintenance. In 2005 the Government and its partners (EC, CIDA) decided to end the country wide programme and to start a new program called Rural Employment Opportunities for Public Assets (REOPA) in the six districts where the new Local Governance Support Project (LGSP), UNDP, UNCDF, EC, DANIDA and REOPA will bring together the lessons learned and best practices of RMP and the Sirajganj Local Governance Development Project (SLGDP). RMP employed ten destitute women per union for maintaining rural earthen roads. SLGSP covers all UPs of Sirajganj providing block grants to UPs and capacity strengthening to the local government institutions and promoting a grassroots and participative decision-making process. REOPA will capitalize on the best practices of the RMP and SLGSP and also leverage LGSP's institutional and management practices. REOPA is described in the Technical and Administrative Provisions (TAP) of the Financing Agreement FOOD/2004/017004 (FA 2004) signed between the European Commission (EC) and the People's Republic of Bangladesh in December 2005.

EC has requested that UNDP provide capacity building support to the Government of Bangladesh for the Government's management of REOPA. The Capacity Strengthening Component (CSC) of REOPA is the UNDP executed DEX project for providing this technical support.

UNDP will be involved in REOPA only through its involvement in REOPA-CSC. The EC is providing Euros 18 million to the Government for REOPA. The budget for REOPA-CSC is Euro 1.9 million.

The EC's request for UNDP's involvement is purely to provide international quality support to the Government—it is not to enable the Government to support its own management (as would be the case if this were pursued under the national execution (NEX) modality). EC identified UNDP for this role because of UNDP's expertise with both project management and local governance in Bangladesh, as validated through independent evaluation. The Government has agreed to UNDP's role as implementing partner for CSC. (See Annex 1: Minutes of 1<sup>st</sup> Preparatory Meeting of REOPA, 16 January 2007.)

### 3. CONTEXT/STRATEGY

REOPA will employ very poor rural people in public work schemes that will benefit their households and communities.

CSC will involve the following as direct beneficiaries:

1. The staff of the participating Government agencies, especially the Local Government Division (LGD) of the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C)
2. The participating Local Government Institutions (LGI), including selected UPs and Upazila Parishads
3. The Partner NGOs of REOPA

As mentioned, the ultimate beneficiaries are all individuals targeted by REOPA and their dependents: the destitute women working in the maintenance schemes, the casual labourers working in the work schemes, and the poor of the participating rural communities using the public assets built and/or maintained by REOPA.

LGD will establish a Project Task Force (PTF) for implementation of REOPA. The PTF will have operational autonomy to cover the technical, administrative, financial and human resources aspects of REOPA co-ordination, implementation and management. The Director General of LGD will be appointed as a National Project Director and Chief of the PTF. Under the CSC of REOPA, a Capacity Strengthening Team (CST) will be set up to assist the PTF.

The CST will consist of long-, medium-, and short-term international and Bangladeshi experts, who will assist the project beneficiaries in improving the capabilities central and local level government bodies and NGOs in designing, implementing and monitoring pro-poor and participatory projects, so that efforts made by REOPA can be sustained. The CST will also assist the PTF in all its tasks. For this purpose, the CST will play the role of a technical assistance team to REOPA. The detailed responsibilities are spelt out in the Contribution Agreement with UNDP (Annex 2).

#### **Major Activities and Responsibilities of CST:**

##### **3.1 Assistance to PTF**

The CST will assist the LGD in general and the PTF in particular in the implementation of the project, including the provision of technical expertise tasks, including:

- a) Technical expertise related to the planning, management, implementation and information dissemination activities of REOPA, in particular to:
  - Identify and deploy technical assistance expertise;
  - Assist in establishing the Project Steering Committee (PSC);
  - Assist in meetings of the PSC;
  - Assist in the preparation of Initial Plan of Activities (IPA), Overall Work Plans and Budgets (OWP), and Annual Work Plans and Budgets (AWP);
  - Assist in the establishment of the Operation Manual, which will compile the detailed roles and procedures for the partners of REOPA;
  - Review Technical and Financial Progress and Final Reports;
  - Identify areas of concern and define actions to solve them;
  - Ensure information dissemination;
  - Ensure visibility of EC support.
- b) The CST will assist the PTF in administrative, preparatory and ancillary tasks relating to planning, monitoring, and reporting on project components, procurement, and financial management.

##### **3.2 Support to REOPA partners and stakeholders**

###### **3.2.1 Capacity strengthening of LGD and LGIs**

Based on the identified needs for LGD and participating local government institutions (LGIs), the CST will

assist the PTF in establishing and delivering relevant capacity strengthening activities. Toward this end, the CST will first collect all relevant existing materials, including those used by RMP III and other related EC- or UNDP-funded projects such as the SLGDP.

### **3.2.2 Capacity strengthening of NGOs**

The CST will assist the Partner NGOs (PNGOs) in establishing and delivering relevant training programmes for the ultimate beneficiaries. Toward this end, the CST will first collect all relevant existing materials, including those used by RMP III and other EC- or UNDP-funded projects such as Food Security for Vulnerable Group Development (FSVGD) and SLGDP with the aim of avoiding duplication of efforts while grounding the training on best practices.

The CST will also assist the PNGOs in advocating for the ultimate direct beneficiaries as well as the communities targeted by REOPA.

### **3.3 Support to REOPA general activities**

During its inception, the CST will:

- Review all relevant documents elaborated during the former phases of RMP such as the RMP Operation Manual; monitoring and evaluation reports from CARE-Bangladesh, CIDA, EC or any other source; and training material used by RMP and other programmes with a training component targeting the same type of beneficiaries;
- Propose a Management Plan for PTF for managing REOPA;
- Set up the internal monitoring system
- Assist in the drafting of an Operational Manual describing project activities and modus operandi;
- Propose revision, if any, for the Logframe of REOPA;
- Assist in the drafting of a modus operandi for coordination with SLGDP and/or LGSP;
- Assist in preparing the NGO Call for Proposals according to UNDP and EC procedures;
- Assist in selecting the UPs to participate in REOPA.

During the first three (3) months following the arrival of the Team Leader, the CST will submit to PSC/UNDP/EC an inception report containing a draft OWPB and a draft first AWPB along with a fully developed logframe for the CST.

During implementation the CST will:

- Assist in monitoring how adequately REOPA addresses crosscutting issues (e.g., gender equality, environment);
- Assist in monitoring the extent to which the assumptions of REOPA are realized;
- Look for innovative interventions relevant to the effectiveness of REOPA;
- Ensure coordination with other organisations working in the same field;
- Assist the EC in setting up the external monitoring and evaluation system;
- Report to PTF, EC and UNDP.

4. Annual Work Plan and Budget Sheet

Year: 2007

Proposed title/MYFF service line (Award ID in ATLAS) : CSC of REOPA Project/MYFF 1: Achieving MDGs and reducing human poverty (00046354)												
Success Indicators: Capacity Strengthening Team (CST) is contributing to achieve the objectives of REOPA												
Outcome (Project ID in ATLAS)	Outputs (Activities in ATLAS)	Activities (Detailed results to be produced for achievement of each output not to be inc. in ATLAS)	Timeframe				Responsible Party	Source Funds	Panel Budget		Amount (US\$)	
			Q1	Q2	Q3	Q4			Bud Des			
Central and local govt. agencies are able to independently design, implement, monitor, evaluate, and adjust REOPA type of operations	1.1 Central and local govt. staff has effectively been trained in fields relevant to their core task; 1.2. LGI (e.g. UPs) deliveries are enhanced, strengthened and sustained.	Assistance to PTF 1 Recruitment of Technical Assistance Expertise* 2 Establishment of the Project Task Force (PTF) and Project Steering Committee Supported 3 Inception Report of Team Leader of CST, OWPB and AWPB Annual Work Plans and Budgets for CST completed, and OWPB and AWPB for PTF supported* 4 Collect and Review relevant existing materials of RMP-III, EC and UNDP 5 Preparation of Management Plan for PTF Supported 6 Preparation of Operational Manual and Modus Operandi Supported 7 Finalize the Initial Plan	X	X			UNDP	EC: 369,276 TRAC: 41,031	Salaries, Local trans. & action costs of profess, admin and TL	410,307		
			X	X			UNDP		No Budgetary Correlation	---		
			X	X	X		UNDP		No Budgetary Correlation	---		
			X	X	X		UNDP	EC: 1,167 TRAC: 130	Translation	1,297		
			X	X		X	UNDP		No Budgetary Correlation	-----		
			X	X		X	UNDP		No Budgetary Correlation	-----		



**Proposed title/MYFF service line (Award ID in ATLAS) : CSC of REOPA Project/MYFF 1: Achieving MDGs and reducing human poverty (00046354)**  
**Success Indicators: Capacity Strengthening Team (CST) is contributing to achieve the objectives of REOPA**

Outcome (Project ID in ATLAS)	Outputs (Activities in ATLAS)	Activities (Detailed results to be produced for achievement of each output not to be inc. In ATLAS)	Timeframe				Responsible Party	Source Funds	Panel Budget		
			Q1	Q2	Q3	Q4			Bud Des	Amount (US\$)	
			X								
		8 Setup Internal Monitoring System of REOPA Supported	X	X	X		UNDP		No Budgetary Correlation	----	
		9 Review Technical and Financial Progress and Final Reports	X	X	X		UNDP		No Budgetary Correlation	----	
		10 Procurement					UNDP		No Budgetary Correlation	----	
		11 Office set up	X	X			UNDP	EC: 89,271 TRAC: 9,919	Vehicle, motor cycle, computer, photocopier	99,190	
			X				UNDP	EC: 23,346 TRAC: 2,594	Furniture	25,940	
REOPA is well managed, participative, and benefits from best practices from national programmes.	2.1 PTF is supported to meet its managerial obligations and its tasks and deliveries are enhanced; 2.2 Participating organizations (e.g. NGOs) deliveries are enhanced;	<b>Support to REOPA partners and stakeholders</b> 12 Selection of PNGOs Supported* 13 Inception Workshop 14 Baseline Survey Supported* 15 Advocacy with PNGOs *		X	X	X	UNDP				
							UNDP	EC: 4,086 TRAC: 454	Conference /seminars	4,540	
							UNDP		No Budgetary Correlation	----	
							UNDP		No Budgetary Correlation	----	

\* Items are interlinked/associated activities with the CST.

5. Overall Work Plan and Budget Sheet For Future Years

Years: 2008-2011

Proposed title/MYFF service line ( Award ID in ATLAS) : CSC of REOPA Project/MYFF 1: Achieving MDGs and reducing human poverty (00046354)										
Success Indicators: Capacity Strengthening Team (CST) is contributing to achieve the objectives of REOPA										
Outcome ( Project ID in ATLAS )	Outputs (Activities in ATLAS)	Activities (Detailed results to be produced for achievement of each output not to be inc. In ATLAS)	Timeframe				Responsible Party	Source Funds	Panel Budget Bud Des	Amount (US\$)
			2008	2009	2010	2011				
Central and local govt. agencies are able to independently design, implement, monitor, evaluate, and adjust REOPA type of operations	1.1 Central and local govt. staff has been effectively trained in fields relevant to their core task; 1.2. LGI (e.g. UPs) deliveries are enhanced, strengthened and sustained.	<b>Assistance to PTF</b> 1. Recruitment of technical assistance expertise*  2. Establishment of the Project Task Force (PTF) and Project Steering Committee supported  3. Inception Report of Team Leader of CST, OWPB and AWPB Annual Work Plans and Budgets for CST completed, and OWPB and AWPB for PTF supported*  4. Collect and Review relevant existing materials of RMP-III, EC and UNDP  5. Preparation of Management Plan for PTF Supported  6. Preparation of Operational Manual and Modus Operandi	X	X	X		UNDP	EC: 1,717,678 TRAC: 190,853	Salaries, Local trans, action costs & 7% admin. Costs of national/international professional and admin. Staff.  No Budgetary Correlation  No Budgetary Correlation	1,908,531  ---  ---
			X	X	X	X	UNDP	EC: 4,669 TRAC: 519	Translation	5,188
			X	X			UNDP		No Budgetary Correlation	----
			X	X			UNDP		No Budgetary Correlation	----



Proposed title/MYFF service line ( Award ID in ATLAS) : CSC of REOPA Project/MYFF 1: Achieving MDGs and reducing human poverty (00046354)

Success Indicators: Capacity Strengthening Team (CST) is contributing to achieve the objectives of REOPA

Outcome ( Project ID in ATLAS )	Outputs (Activities in ATLAS)	Activities (Detailed results to be produced for achievement of each output not to be inc. In ATLAS)	Timeframe				Respon sible Party	Panel Budget		
			2008	2009	2010	2011		Source Funds	Bud Des	Amount (US\$)
		Supported							Correlation	
		7. Finalize the Initial Plan of Activities (IPA)		X			UNDP		No Budgetary Correlation	---
		8. Setup Internal Monitoring System of REOPA Supported	X				UNDP		No Budgetary Correlation	---
		9. Review Technical and Financial Progress and Final Reports including situation reports, publications, press release, project update etc.	X	X	X		UNDP		No Budgetary Correlation	---
		10. Procurement	X	X			UNDP	EC: 28,278 TRAC: 3,142	Vehicle, motor cycle, computer, photocopier	31,420
		11. Office set up	X	X			UNDP		Furniture	---
		12. Mid Term Evaluation		X					No Budgetary Correlation	-----
		13. Final Evaluation				X			No Budgetary Correlation	-----

Proposed title/MYFF service line ( Award ID in ATLAS) : CSC of REOPA Project/MYFF 1: Achieving MDGs and reducing human poverty (00046354)

Success Indicators: Capacity Strengthening Team (CST) is contributing to achieve the objectives of REOPA

Outcome ( Project ID in ATLAS )	Outputs (Activities in ATLAS)	Activities (Detailed results to be produced for achievement of each output not to be inc. In ATLAS)	Timeframe				Responsible Party	Source Funds	Panel Budget	
			2008	2009	2010	2011			Bud Des	Amount (US\$)
REOPA is well managed, participative, and benefits from best practices from National Programmes.	2.1 PTF is supported to meet its managerial obligations and its tasks and deliveries are enhanced; 2.2 Participating organizations (e.g. NGOs) deliveries are enhanced;	Support to REOPA partners and stakeholders 12. Selection of PNGOs Supported* 13. Inception Workshop 14. Baseline Survey Supported* 15. Advocacy with PNGOs on REOPA and its beneficiaries related issues *	X	X	X	X	UNDP		No Budgetary Correlation	----
				X			UNDP	EC: 19,038 TRAC: 2,115	Conference /seminars	21,153
				X			UNDP		No Budgetary Correlation	----
				X			UNDP		No Budgetary Correlation	----
							UNDP		No Budgetary Correlation	----
							UNDP		No Budgetary Correlation	-----
							UNDP		No Budgetary Correlation	-----

Items are interlinked/associated activities with the CST.

6. ANNUAL WORK PLAN BUDGET SHEET  
United Nations Development Programme  
Bangladesh

Year: 2007

Project Number: 00055143 (Award ID)

Project Title: REOPA-CST Project

Proj. ID	Expected Output	Key Activities	Timeframe				Respon. Party	Planned Budget			
			Q1	Q2	Q3	Q4		Fund	Donor	Budget Description	Amount
00046354	Central and Local Govt Agencies are able to independently design, implement, monitor, evaluate and adjust REOPA type of Operations	Central and local govt. staff effectively trained in their core task related fields	X	X	X	UNDP	EC	71200	International Consultants	160,506	
				X	X	UNDP	EC	71300	Local Consultants	61,284	
						UNDP	EC	72200	Travel	5,188	
						UNDP	EC	72500	Operations/maintenance	51,881	
						UNDP	EC	75100	Equipment and Furniture	125,130	
		LGIs (e.g. UPs) deliveries are enhanced, strengthened and sustained.		X	X	UNDP	EC	71200	Local Consultants	36,981	
			X	X	X	UNDP	EC	71300	Local Consultants (part)	15,606	
						UNDP	EC	72200	Travel	1,297	
						UNDP	EC	75100	Miscellaneous Expenses	15,564	
		<b>Sub total</b>								<b>473,436</b>	
00046354	REOPA is well managed. Participative and benefits from best practices from national programmes	PTF meets successfully all its managerial obligations/task for enhanced deliveries		X	X	UNDP	UNDP	71200	Local Consultants	43,973	
						UNDP	UNDP	71300	Travel	2,464	
				X	X	UNDP	EC	72100		-	
						UNDP	EC	72500	Miscellaneous Expenses	7,782	
										-	
						UNDP	EC	71300		-	
		Participating organizations (e.g. NGOs) deliveries are enhanced.		X	X	UNDP	EC	72500	Learning Costs	5,837	
						UNDP	EC	72500	Miscellaneous Expenses	7,782	
		<b>Sub total</b>								<b>67,838</b>	
		<b>TOTAL</b>								<b>541,274</b>	

## 7. MANAGEMENT ARRANGEMENTS

The Government will establish a Project Steering Committee (PSC) (Project Board in UNDP terminology) to guide the Government's EC-funded REOPA project and a Project Task Force (PTF) (Project Executive Group in UNDP terminology) for implementation of REOPA. The PTF will have operational autonomy over all aspects of the coordination, implementation and management of the main REOPA project. The Director General of LGD will be appointed as National Project Director of REOPA and will chair the REOPA PTF. Through the direct execution modality (DEX), UNDP will implement the Capacity Strengthening Component of REOPA (REOPA-CSC), which will provide project support to the REOPA PTF. REOPA-CSC will be carried out in accordance with UNDP rules and regulations.

The CST shall be recruited, managed, and supervised by UNDP. The Project Manager of CST (Team Leader in EC terminology) shall operate under Terms of Reference agreed among UNDP, GoB and EC. The Project Manager will be a member of the REOPA PSC. The Project Manager is obligated to directly inform UNDP and EC of any problem of any nature as soon as it arises.

The partners of the CST will include the PTF, LGD, Upazila Parishads, Union Parishads, rural communities, PNGOs, direct beneficiaries, and private-sector service providers.

The CST will be active for 52 months, which includes a preparatory period of 3 months, starting after establishment of the PTF, and a period for closure and final evaluation.

The CST will consist of international and national staff:

- A senior long-term international Team Leader who will be responsible for the technical, financial and administrative management of CST and will strengthen the leadership and managerial capacities of partners by advising the PTF and PSC on programme policy and implementation (52 calendar months). The appointment of the Team Leader will have prior approval of GoB and EC.
- 4 months of unallocated short-term international expertise.
- Three (3) long-term national Technical Experts (52 calendar months each) to support the international and national staff on specific issues:
  - 1 on capacity strengthening of REOPA's partners on training;
  - 1 on capacity strengthening of REOPA's partners on financial management;
  - 1 on monitoring and evaluation.
  - Six (6) national full-time Field Officers, based in each participating districts supported by six (6) programme assistants will assist in the implementation of CST at field levels (District, UZ, UP and below).
  - 16 months of unallocated short-term national expertise as required.
  - Support staff (administrative associate, finance assistant, MIS assistant, drivers, etc.).

The CST will be provided with the necessary equipment and facilities. The CST personnel both at central and field levels will share the same premises as the PTF or LGSP.

The funding of REOPA-CSC will be shared between EC (90%) and UNDP (10%).

## 8. MONITORING AND EVALUATION

Technical and financial monitoring of the CST will be a continuous process as part of the Project Manager's responsibilities. The CST shall design its internal monitoring and evaluation system during the first three (3) months following the arrival of the Project Manager. The CST will conduct periodic performance monitoring using a standardized format agreed by LGD and UNDP. A set of indicators will be developed and used as the main basis for monitoring.

Annual Work Plans and Budgets for CSC will be approved by UNDP and submitted to the PSC. These are key management instruments. They are designed for monitoring implementation progress and verifying that results are met. They will enable LGD, UNDP, EC, and other stakeholders to review progress, decide how to support the CSC in subsequent years, provide assurance about the utilization of funds, identify problems, seek solutions and agree on subsequent work plans. The Annual Work Plans will be prepared and monitored under the joint effort of GOB, UNDP and EC.

The CST will submit periodic progress reports to UNDP in accordance with UNDP requirements. As per the UNDP Results Management Guide, the CST will maintain an issue log and a risk log (Annex 4) on a regular basis and will submit them to UNDP as part of its periodic progress reports.

The CSC work plans, budgets and progress reports will be incorporated into the consolidated REOPA documents prepared by the PTF. The chapters of REOPA's Overall and Annual Work Plans and Budgets related to CSC activities shall be approved by UNDP before they are submitted to the PSC.

9. The Overall/Annual Work Plan (AWP) Monitoring Tool

Year: 2007-2011

**CP Component: CP Outcome 3.2: Expanded employment and poverty alleviation opportunity for poor and vulnerable people in rural and urban areas through local governance, community partnership and basic service delivery.**  
**Implementing Partner: UNDP Bangladesh**

EXPECTED OUTPUTS AND INDICATORS including annual targets	PLANNED ACTIVITIES	EXPENDITURES (US\$)	RESULTS OF ACTIVITIES	PROGRESS TOWARDS ACHIEVING OUTPUTS
<p><b>OUTPUT 1:</b></p> <p><b>INDICATOR 1.1 WITH TARGET FOR THE YEAR: 2007-2011</b></p> <p>1.1 Central and Local Govt. staff has effectively been trained in fields relevant to their core task;</p> <p>1.2. LGI (e.g. UPs) deliveries are enhanced, strengthened and sustained.</p>	<p>1. CST assist LGD and PTF by providing technical expertise related to planning, management, implementation and information dissemination activities of REOPA</p> <p>2. CST assist PTF in administrative, preparatory and ancillary tasks relating to planning, monitoring and reporting</p>	<p>2,481,873</p>	<ul style="list-style-type: none"> <li>• Recruitment of Technical Assistance Expertise</li> <li>• Establishment of PSC supported Operational Manual, and Modus Operandi for REOPA project is in place.</li> <li>• Inception Report/plan by TL is submitted</li> <li>• Selected UPs are receiving technical support from CST</li> <li>• TOR and Call for proposal documents for PNGO selection are in place</li> <li>• Situation Report, publications, press release and project update is published</li> </ul>	<ul style="list-style-type: none"> <li>• CST is in place in the REOPA cell in LGD</li> <li>• Internal Monitoring System is established and working</li> <li>• External independent monitoring and evaluation system is in place</li> <li>• Initial Plan of Activities, AWPB, OWPB, and periodic financial and progress reports prepared</li> <li>• Field visit and field monitoring reports</li> <li>• All equipments, vehicles and supplies are procured and using by project</li> </ul>



EXPECTED OUTPUTS AND INDICATORS including annual targets	PLANNED ACTIVITIES	EXPENDITURES (US\$)	RESULTS OF ACTIVITIES	PROGRESS TOWARDS ACHIEVING OUTPUTS
<p><b>OUTPUT 2:</b></p> <p><b>INDICATOR 2.1 WITH TARGET FOR THE YEAR: 2007-2011</b></p> <p>1. PTF meets successfully all its managerial obligations and its tasks and deliveries are enhanced;</p> <p>2. Participating organizations (e.g. NGOs) deliveries are enhanced;</p>	<p>Support to REOPA partners and stakeholders through capacity strengthening activities for LGD, LGIs, and PTF</p>	<p>25,693</p>	<p>1. Selected NGOs' capacities are strengthened on technical, financial and administrative management including environment, Socio-Cultural and Gender by CST</p> <p>2. Selected NGOs are providing technical support to project beneficiaries</p> <p>3. Inception Workshop and other need based workshop/seminars are organized</p> <p>4. Baseline Survey is conducted and used for progress monitoring of REOPA *</p> <p>5. Capacity strengthening training on technical, financial and administrative management including environment, Socio-Cultural and Gender are provided by CST to PTF</p>	
	<p>Support to REOPA partners and stakeholders through capacity strengthening activities Partner NGOs</p>		<p>1. Selected NGOs' capacities are strengthened on technical, financial and administrative management including environment, Socio-Cultural and Gender by CST</p> <p>2. Selected NGOs are providing technical support to project beneficiaries</p> <p>3. Local/national level advocacy work by/with PNGOs on REOPA and its beneficiaries related issues *</p>	

## 10. LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Government of Bangladesh and the United Nations Development Programme, signed by the parties on 26 November 1986. This project document has the reference of the Country Programme Action Plan (CPAP) signed between the Government and UNDP on 7 September 2006. This project document will follow UNDP implementation arrangement (formally known as DEX) and related UNDP's rules and procedures.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative/Country Director, provided that he or she is assured that the donor (EC) and NPD have no objections to the proposed changes:

- a) Revisions in, or addition to, any of the annexes of the project document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the re-arrangements of inputs agreed to or by cost increases due to inflation; and,
- c) Mandatory annual budget revisions, which rephrase the delivery of agreed inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

This project document is, for all purposes related to implementation, the legal document by which UNDP will be bound. The Government of Bangladesh may prepare for its own internal planning and approval purposes a matching document such as DPP or Project Proforma (PP) for the REOPA (mother project) of which this component (CST) is a part. In the event of any discrepancies between the project document and a related GoB document (including, but not limited to, discrepancies in terms of financial provisions), the provisions outlined in this signed project document (REOPA-CST) are to be upheld.

## 11: ANNEXES

1. Minutes of 1<sup>st</sup> Preparatory Meeting of REOPA Project Dated 16 January 2007
2. Risk log
3. DEX Capacity Assessment of CO on REOPA-CST
4. Contribution Agreement between UNDP and EC (Attached in a separate file)

Minutes of the preparatory meeting on the proposed "REOPA" project  
held on 16-01-2007.

The preparatory meeting was held on 16 January 2007, Chaired by Mr. Muhammad Abul Quasem, Director General, MIE wing, Local Government Division and representative from GOB, EC & UNDP attended the meeting and the participants list is in annex-"A."

Mr. Muhammad Abul Quasem welcomed all participants and he mentioned that proposed REOPA project will be a more effective programme for poverty alleviation. This programme will provide maintenance of rural road & others government assets on UP level by destitute women & casual labor and making them trained up to become economically self-reliant. The chairperson requested Mr. Akmal Hussain, Director-1 (DS) to present this issues on the meeting.

Then Mr. Akmal Hussain informed the house that "Rural Employment Opportunities for Public Assets (REOPA)" is the newly proposed project co-funded by GoB, EC & UNDP which builds on the best practices and lessons learnt of two former project named RMP & SLGDP and with financing agreement between GoB & EC for REOPA project signed on 27 December 2005. He also added that MLGRD&C is the Executing authority & LGD is the implementing agency of REOPA project. The Executing Authority will establish a project task force (PTF) & PTF will be based on the office of MIE wing of LGD. LGD has prepared the DPP of REOPA based on the financing agreement & sent the DPP to the planning commission for approval. He also informed the meeting that the pre-project evaluation committee (PPEC) meeting is to be held on 17<sup>th</sup> January for approval of DPP.

EC representative Mr. Manjurul Alam pointed out that the signed agreement between EC and GoB would be better to avoid any inconsistency between DPP and financial agreement. He told in the meeting that the procurement of vehicles and NGO selection must be done within 31 December, 2007.

UNDP representative Durafshan H Chowdhury informed that UNDP is the implementing partner for the capacity strengthening team (CST) component of the REOPA project and she proposed to include UNDP as standing member in the project steering committee (PSC) of REOPA.

After the detailed discussion the following decisions were taken:

- i) Before the final approval of DPP, the PTF can not formally formed;
- ii) The representative of UNDP will be co-opt on the first meeting of PSC;
- iii) The CST component is directly executed by UNDP based on the financial agreement and it will be included in the DPP;
- iv) To find out any inconsistencies between DPP and financial agreement, it was decided to provide comments about it.

As there were no other issues to discuss the chairperson concluded the meeting with vote of thanks to all.

Signed/-  
25-01-2007

(Muhammad Abul Quasem)  
Director General (Add. Secretary)  
Local Government Division

Government of the Peoples Republic of Bangladesh  
Local Government, Rural Development and Cooperatives  
Local Government Division  
Monitoring-1  
RMP Implementation Cell

UNDP HEADQUARTERS, DHAKA			
DATE: 30 JAN 2007			
E:			
TO	IN	OUT	INITIALS
MD			MH
REMARKS:			

Memo #: LGD/Moni-1/RMP-17/2004/161

Date: 28/01/2007

Copy forwarded for kind information and take necessary action.

*S. A. M. Shamsul Arefin*  
(A.K.M. Shamsul Arefin)  
Senior Assistant Secretary  
Ph: 7173334

Annex 3: Project Risk Log/Risk Register

S. N	Description	Category	Impact/Probability	Countermeasures	Owner	Authors	Date identified	Last update	Status
1.	Change in the PEG/PSC, leading to possible leadership vacuum or lack of explicit top level support for project activities	Organizational Factor	I = 1 P = 3	<ul style="list-style-type: none"> <li>* Arrange continuous dialogue with the concerned officials of the LGD to develop ownership of the project among them;</li> <li>Meeting the following obligations will also enhance ownership:                             <ul style="list-style-type: none"> <li>* The LGD provides office space for the REOPA-CST staff in the ministry</li> <li>* The Government ensures that Government staff including Programme Director be assigned and counterpart (PTF) staffs are also be appropriately appointed and engaged in the projects smoothly.</li> <li>* The Government ensures timely availability of custom duty and value added tax (CD/VAT), for import of equipment procured under the project.</li> </ul> </li> </ul>	CD	KD/MH			Key concept of the programme strategy were discussed with the GOB officials
2.	Because of changes of officials implementing agencies lack clear understanding of coordination, joint planning and management, integrated financing plan, which are essential for successful delivery of REOPA ;	Organizational Factor	I = 2 P = 1	<ul style="list-style-type: none"> <li>* The Government ensures that the government officials who are involved in the project implementation are not transferred for at least three years.</li> </ul>	CD	KD/MH			Underway
3.	Establishing partnership and linkages would be difficult with those development partners, whom are not working with LGD.	Organizational Factor	I = 2 P = 3	<ul style="list-style-type: none"> <li>Maintain liaison with relevant stakeholders to ensure an open flow of communication among them, organize meetings, and establish</li> </ul>	CD, DCD, ACD	KD/MH			Underway

S. N	Description	Category	Impact/ Probability	Countermeasures	Owner	Authors	Date identified	Last update	Status
4.	Professional Programme Personnel may not be properly equipped with adequate expertise to implement the programme activities under different thematic areas;	Human Factor	I = 2 P = 3	agenda for future actions; Arrange intensive workshop within the programme to equip the professional programme personnel with relevant expertise and skills;	Poverty Cluster	MH			In-house training courses will be organized
5.	Political instability	Political Factor	I = 2 P = 2	Cautious observation of the political situation and expedite approval of the key programme activities before major political events	CD	KD/MH			DPP approval is underway
6.	Slow down in project implementation during the election transition period	Organizational Factor; Political Factor	I = 1 P = 1	* Work planning to be made to factor this in and undertake only those activities during this period that requires minimal political support	Programme Assurance Lead	KD/MH			Part of the work planning mechanism that is to be implemented when the project is endorsed and goes into implementation
7.	Delay in appointing government staff in PTF Project may hamper implementation	Organizational Factor	I = 3 P = 1	* Advocate the government to expedite the process of appointing staff for the PTF	Programme Assurance Lead	KD/MH			Underway