

Clearance Certification

Project Document (AWP)
or
Project/Budget Revision



SHORT TITLE : Preparatory Assistance on Strengthening Upazila Parishad (UZP) through Capacity Building Initiatives and Policy Advocacy

PROJECT NUMBER: _____ **Award ID:** 00057768 **Project ID:** 00071484

(I) SUBMITTING PROGRAMME MANAGER : Md. Sydur Rahman Molla

I have checked, and hereby certify, the following:

1. Reasons and justification for this revision are clearly indicated on the cover page.
2. All relevant parties are in agreement with the revision:
 - as is indicated in the justification, or
 - as per signature(s) obtained on the cover page, or
 - as per written agreement as has been referenced in relevant signature block.
3. An analysis of the budget increase/decrease (in case more than \$10,000) has been made and is attached.
4. The cover page and budget are according to standard format.

Signature: S.R. Molla **Date:** 25.06.09

(II) CLUSTER HEAD : Md. Sydur Rahman Molla

I have reviewed and hereby recommend approval of this Project Incitation Document/AWP/Budget revision

Signature: S.R. Molla **Date:** 25.06.09

(III) RESULT AND RESOURCE MANAGEMENT CLUSTER (RRMC):

CLEARANCE FROM DESK OFFICER:	CLEARANCE FROM ACD:
<p>[] I have verified the attached submission and confirm that this PID/AWP/budget revision is in accordance with existing rules.</p> <p>[] Justification for return</p>	<p>Recommendation for approval</p>
<p>Signature: <i>[Signature]</i> Date: 25.6.09</p>	<p>Signature: <i>Ashiqul Haider Taruq</i> Date: 25.06.09</p>

Recommended/Approved by DCD
S.K. Murthy
Deputy Country Director
UNDP-Bangladesh

Approved by CD
Stefan Priesner
Country Director
UNDP-Bangladesh

Note: Please return Approved Budget Revision to RRMC who retains original and forwards copy to Programme Manager concerned for his/her file and submission to national and, if applicable, UN agencies.



**Project for the Government of the
People's Republic of Bangladesh**

United Nations Development Programme

Preparatory Assistance Document

Project Title:	Strengthening Upazila Parishad (UZP) through Capacity Building Initiatives and Policy Advocacy
Implementing Partner: <i>(Formerly Executing agency)</i>	UNDP
Cooperating Government Partners:	Local Government Division, Ministry of Local Government, Rural Development and Cooperatives. National Institute of Local Government (NILG) Bangladesh Academy for Rural Development (BARD), Rural Development Academy (RDA)
Estimated start date:	1 July 2009
Estimated end date:	31 May 2010
Implementation modality:	UNDP Implementation

Brief Description:

The expected outcome of the Preparatory Assistance for Strengthening Upazila Parishad (UZP) through Capacity Building Initiatives and Policy Advocacy (PA-SUZP) is to lay the groundwork for a project to improve the capacity of Local Government Institutions (LGIs) to be responsive to local needs. The PA-SUZP will have the following three outputs:

(1) Capacity Development: This component would aim at developing a capacity development framework for the newly formed UZP. Training curricula will be developed covering UZP rules, procedures, functions and innovations. All UZP chairmen, vice-chairmen and members will be trained under this project.

(2) Advocacy & Communication: Different communications materials will be developed and disseminated on the role and functions of UZP, so that every body becomes aware of the jurisdiction of UZP. Local, regional and national levels seminars and workshops will be arranged based on research findings. A network of LG leaders may also be promoted for a self-propelling policy advocacy.

(3) Policy Input: The project intends to help policy planners of the government with appropriate policy inputs generated through various activities such as pilot research, quick appraisal, studies, dialogues and debates.

Country: Bangladesh

- UNDAF Outcome(s)/Indicator(s):** The human rights of children, women, and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance.
- Expected CP Outcome(s)/Indicator(s):** Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs (BGD 40)
- Expected Outcome(s)/Indicator(s):** Improved capacity of Local Government Institutions (LGIs) to be responsive to local needs.
- Expected Output(s)/Annual Targets:**
- Effective framework for capacity development of elected UZP Chairmen, Vice-Chairmen, Members and the key functionaries developed.
 - Constituencies and policy makers are sensitized on the roles and functions of UZPs vis-à-vis whole decentralization process.
 - Proper documentation and policy input through research and evaluations and Promotion of healthy debate on decentralization in general and local government strengthening in particular

Program details

Program Period: From July 1, 2009 to 30 April 2010

Project Title: Strengthening Upazila Parishad (UZP) through Capacity Building Initiatives and Policy Advocacy

Project ID: 00071484

LPAC Meeting Date: 22 July 2009

Implementation modality: UNDP Implementation

Budget US\$ 831171

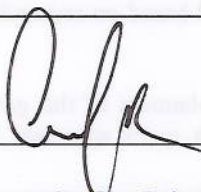
Total budget: US\$ 831171

Allocated resources:

• Government _____
• UNDP (TRAC) US\$ 831171

• Other: In kind contributions: Office space, project personnel (GoB Contract) by GoB

Agreed by (UNDP): _____



Stefan Priesner
Country Director
UNDP-Bangladesh

Acronyms and abbreviations

BARD	Bangladesh Academy for Rural Development
CPAP	Country Programme Action Plan
DSA	Daily Subsistence Allowance
ERD	Economic Relations Division
LGD	Local Government Division
LGI	Local Government Institution
MDG	Millennium Development Goals
MLGRD&C	Ministry of Local Government, Rural Development and Cooperatives
NILG	National Institutions of Local Government
PA	Preparatory Assistance
RDA	Rural Development Academy
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programmed
UZP	Upazila Parishad

SECTION 1- ELABORATION OF THE NARRATIVE

Part 1.1: Situation Analysis

The *Upazila* (former *Thana*) is the oldest of all the field level administrative units in the sub-continent. The *Thana* first created by British as police outpost in 1793 and gradually other elements of administration were added. The police was followed immediately by revenue, thus maintenance of law and order and collection of revenue remained the main function of *Thana* for long as usual for fulfilling the objectives of colonial masters. Later, some other services and development functionaries such as agriculture, education, sanitation, infrastructure, etc. were incorporated. By the turn of late 19th century, *Thana* has been made as fully functional and vibrant governmental unit. The *Thana* did not have corresponding tier or level of Local Government Institutions (LGIs) with the involvement of people's representatives till 1960. During the period of 1960-2008, the LGI system were introduced at *Upazila/Thana* level twice and subsequently abandoned. Finally LGI at *Upazila* level has been reintroduced in 2009 with the enactment of *Upazila Parishad Ordinance 2008* by Caretaker Government and later re-enactment of *Upazila Parishad Act 2009* by AL government which is the revival of *Upazila Parishad Act 1998*.

The *Upazila* -a vital administrative unit of government has been functioning with a huge number of functionaries and substantially big amount of fund from national government. The *Upazila Parishad Act 2009* created the opportunity to re-establish a people's body as the highest policy making and executing agency at *Upazila* level. This body will be a LGI known as *Upazila Parishad (UZP)* and truly run the *upazila*.

The UZP- the second tier of Local Government System in Bangladesh caught the imagination of the policy makers, development partners, media and mass people in recent times as the nation held its third UZP Election in January 2009 after 18 years. The *Upazila* as an administrative unit and geographic and spatial location occupy a very strategic position. While considering the sub-national political contour, *upazila* features there very prominently as political as well as administrative unit. It is equally important from service delivery perspectives too. Almost all the service providers from government side are present at *Upazila* and virtually they stop there in terms of paraphernalia. The only missing link hither to exit at *Upazila* was the representative structure and character to integrate all the disjointed socio-political and administrative elements into a single whole. The formation of the UZP fulfilled this long existing gap in the realm of sub-national level governance. The formidable challenge that has to be faced now by all who really believe in good governance through decentralization is to make and keep *Upazila* functional by considering its complex chemistry and multi-dimensional role.

Part 1.2: Strategy

The mandate of UNDP to work on local governance is grounded in the Bangladesh's Country Programme Action Plan (2006-2010), which underlines the importance of replicating successful local governance interventions that give women and the poor greater voice and improve their access to public services. The NSAPR also highlights the contribution of local governance in poverty reduction, and the need for reforms which supports local governance as a political and institutional process which can contribute to the required scaling up of the rate of poverty reduction through a more effective resource mobilization and enhanced development choices available at local level and better inclusion of all groups in society.

The PA project will develop one or more projects to address national needs and priorities in the areas described above. The intended outcome of the full project (s) to be developed under this PA phase is **improved capacity of Local Government Institutions (LGIs) to be responsive to local needs**. The main project will support to strengthen the capacity of LGIs in participatory five year and annual planning

and budgeting and in pro-poor service delivery. The duration of the PA phase is eleven months and after the end of the PA phase, a full project will be prepared to address the objectives.

Part 1.3: Management Arrangements

UNDP will implement the PA project in collaboration with the Local Government Division, Ministry of Local Government, Rural Development and Cooperatives, National Institute of Local Government (NILG), Bangladesh Academy for Rural Development (BARD), Comilla and Rural Development Academy (RDA), Bogra. National Institute of Local Government (NILG) will lead in implementing the capacity development component (General training). The UNDP Country Office will recruit and supervise national and international experts/consultants in consultation with LGD and will be responsible for ensuring the achievement of project outputs. Through this PA, the implementing partners will be selected for the full project. Prerequisites include the availability and willingness of Government officials and other partners to cooperate with and support the PA process. The PA Project will be subject to UNDP rules and procedures.

A Project Board will direct the project, while a Project Adviser will manage the day-to-day activities. The Project Board will include the UNDP Country Director/Deputy Country Director) as executive, LGD representative and representatives from NILG, BARD and RDA as senior user, and the UNDP Local Governance Programme Analyst as senior supplier. The UNDP Results and Resources Management Unit will provide project assurance. During PA phase, proposal for forming project board for the full project will be made. A Technical Working Group will validate the PA results and coordinate the formulation of the full project(s). The members of the Technical Working Group may include, but are not limited to, representation from the following: ERD, MLGRD&C, NILG, BARD, RDA and NGOs representatives. The Chair of the Technical Working Group could be selected from LGD. National implementation will apply, in accordance with the UNDP Country Programme Action Plan (CPAP), to any full project(s) formulated under the PA-SUZP.

Part 1.4: Monitoring and Evaluation

The PA-SUZP's activities and outputs will be monitored and evaluated in accordance with agreements set forth in the UNDP Country Programme Action Plan (Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs (BGD 40). The PA will support the achievement of the Millennium Development Goals (especially Goal 8 to *develop a global partnership for development*), the intended Outcomes of the United Nations Development Assistance Framework (UNDAF) (especially outcome 1 for democratic governance and human rights). In order to monitor the project implementation process and progress, the project will submit quarterly progress reports to UNDP against the planned work plan. Quarterly progress review meeting will be arranged where all implementing partners will attend.

Part 1.5: Legal Context

The project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Bangladesh and the United Nations Development Program, signed by the parties on 26 November 1986.

Since this is a Preparatory Assistance project, all budgetary revisions may be made to this PA document

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with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document 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 rearrangement of inputs agreed to or by cost increases due to inflation.

SECTION 2- RESULTS AND RESOURCES FRAMEWORK

Part 2.1 Description of the PA Components

This PA project will have the following three outputs. The specific activities that will be carried out toward the achievement of these outputs are listed in below;

- (1) Capacity Development**
- (2) Advocacy & Communication**
- (3) Policy Input**

Output 1: Capacity Development: The main challenges of the newly initiated UZP may face is lack of self-confidence, creation of new and acceptable norms and accommodation with competing self-interests, creation of a congenial work culture among different stakeholders, reorientation of local bureaucracy and emerging social forces on their respective roles and functions. Central support in appreciating the initial local problems of the newly functional Upazila is also very crucial for its healthy growth. The new public leadership in Upazila also lack in most cases experience and exposure in managing such an unique organization that combine civil bureaucracy, development professionals and public leaders within one institutional frame and service management, political and social pressure from wide range of social fabric on the other. There is a big risk element from within the Upazila system too, though the system itself is a creation of decentralization effort, it can be turned into a very centralized and autocratic organization from within depending on the personality of the leadership. On the contrary, there is also a risk that it may become a hotbed of constant in fighting among different feuding political fractions, bureaucratic inaction and tension that may ultimately lead towards governance failures. The challenges outlined above may not be applicable universally and uniformly everywhere but adequate preparations for positive engagement may minimize the risk.

The capacity building initiative of the newly formed UZP is going to be a critical issue for the policy makers. A concept paper has been developed aiming to take an initiative of strengthening newly elected UZPs through capacity building, advocacy initiatives and policy support. The concept paper provides background information on the importance of local governance in Bangladesh, the problems and functions of the newly formed Upazila Parishad. The background of the concept paper will also provide justification for arranging training for the newly elected concerned personnel of UZP. The concept note also highlights the context and definition of the proposed project as well as the objectives, components and scopes of programme. If the newly elected representatives of UZP do not receive training on different aspects of the parishad, it will preclude them to provide basic and necessary services to the people. It is also urgent to make people aware about the role and responsibilities of UZP and its jurisdiction. UNDP is strongly committed to promote effective decentralization and a strong local government system in Bangladesh as a contribution to achieving the MDGs and promoting good governance.

This component would aim at developing a capacity development framework for the newly formed UZP. Training curricula will be developed covering UZP rules, procedures, functions and innovations. All UZP chairmen, vice-chairmen and members will be trained under this project. Post-training evaluations will be conducted to impart more need-based training throughout the project implementation period. Partnership will be built with the Bangladesh Academy for Rural Development (BARD), the Rural Development Academy (RDA), the National Institute of Local Government (NILG), and also with relevant private sector development agencies for delivering trainings and research initiatives.

NILG, BARD and RDA are public institutions and are delivering training on different development and local governance issues. Representatives from different Local Government Institutions are receiving training from these three institutions. These three institutions will provide general training. A Memorandum of Understanding (MoU) can be signed with these institutions.

Types of training to be delivered: There will be two different types and sets of training to be delivered to the *Upazila Parishad* in short and medium-term duration. The first set of training program will be delivered to all the three public representatives of the upazila as induction training or as general orientation on upazila administration. A total no of 481 UZP Chairs and 962 Vice-Chairs will participate in the induction courses. It has been estimated that there will 50 batches, 30 participants in each batch. Three prime training institutions of the Country will deliver the trainings within a reasonable time period. The general orientation will be conducted by three public sector organizations only. These three institutions are NILG, BARD and RDA. Regarding the 5-day general orientation, each agency should be prepared to organize 1-2 additional courses with the dropouts. There will be some dropouts in each of the course. To address the issue from the beginning in each course instead of 30, invitation should be extended to 35, even if there are no dropouts, the number of participants will remain within manageable limit. In case of drop out of a few, capacity utilization of the course may not suffer. The training will be evaluated by independent consultants.

Subsequently besides the general induction, some specialized task oriented training courses may also be delivered on specific issues in which public representatives as well as concern agency officials will join. The proposed list specialized trainings are given below. However, it will be finalized thorough need assessment study.

List of Specialized Training
1. Participatory Planning and Budgeting,
2. Financial Management (Accounts and Audit),
3. Planning and Management of Health Services,
4. Planning and Management of Education,
5. Planning and Management of Physical Infrastructure, and
6. Governance, Advocacy and Networking;
7. Gender, Environment and Climate Change
8. Public Procurement
9. Local Resource Mobilization

The specialized trainings will be implemented by the private and public sector institutions, one each matching with their own specialization. The assigned institutions will not only deliver training but will also follow-up the training related outputs at the field level. Each of the specialized training will be implemented in three subsequent and mutually inclusive steps. Followings are details of three steps;

First step: In the first step three-days training will be imparted to enable the participants to initiate the training related activities in their respective Upazilas;

Second step: The same participants will come for two-days workshop within the first quarter of the first step training and discuss their work for further development and also bring problems encountered during the implementation and adoption of training input in their real work situations;

Third step: The third and concluding part of the training will be held within the next quarter of the second round. The third event will be a one-day workshop sharing problems and good practices if any among the actors.

In addition, the implementing organizations or agencies will make field visits during the intermittent periods (in between the first and second round) to assist the participants to accomplish the tasks they were assigned to perform as part of the training in each stage. At the end, the agencies those conducted the courses will evaluate each other's training outputs as post training evaluation. An international consultant can be hired to evaluate the training.

The preparation for specialized courses will be completed in the PA phase and training will be arranged in the full project implementation phase. This component will have following activities for both general and specialized training;

- Need assessment
- Development of training materials (module and handouts)
- Development of training evaluation system (Pre/post)
- Training of Trainers (ToT)
- Piloting of training
- Finalization of training materials/training manual
- Printing of manual
- Finalization of training schedule
- Arrange training (General training only)

Output 2: Advocacy & Communication: Building awareness is crucial to sensitize people in general on the roles and functions of UZP and on the importance of UZP to ensure local development. Sensitization programs on the roles and responsibilities and other issues of the Upazila Parishad will be held under this component. Issues and methods of sensitization programme will be identified through consultation with stakeholders. Focus Group Discussion (FGD), for example will be arranged with stakeholders. Consultation meeting will also be arranged before finalization of communication materials. The impact of sensitization programme will be assessed. This component will have following activities;

- Identifying issues and methods through FGD and other types of consultation
- Identifying firms for developing communication materials
- Developing communication materials
- Sharing communication materials and getting feedback
- Finalization of materials
- Dissemination of materials
- Impact assessment

Output 3: Policy Input: The project intends to help policy planners of the government with appropriate policy inputs generated through various activities such as research, quick appraisal, studies, dialogues and debates. This component will have following activities;

- Identifying issues for policy advocacy
- Develop policy papers
- Disseminate policy papers through workshops/seminars/policy advocacy and dialogue
- Feedback from the field to the policy planners
- Assisting LGD to formulate relevant rules on UZP



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Indicative activities

Project Title and ID: Strengthening Upazila Parishad (UZP) through Capacity Building Initiatives and Policy Advocacy (PA-SUZP)

Output	Indicative Activities	Responsible Parties/
1. Capacity Development: Effective framework for capacity development of elected UZP Chairmen, Vice-Chairmen, Members and the key functionaries developed.	General Training	
	1. Need assessment	UNDP/LGD/NILG/ BARD/RDA
	2. Development of training materials (module and handouts)	UNDP/LGD/NILG/ BARD/RDA
	3. Development of training evaluation system (Pre/post)	UNDP/LGD/NILG/ BARD/RDA
	4. ToT	UNDP/LGD/NILG/ BARD/RDA
	5. Piloting of training in three institutions	UNDP/LGD/NILG/ BARD/RDA
	6. Finalization of training materials/training manual	UNDP/LGD/NILG/ BARD/RDA
	7. Printing of manual	UNDP
	8. Finalization of training schedule	UNDP/LGD/NILG/ BARD/RDA
	9. Arranging training	UNDP/LGD/NILG/ BARD/RDA
	10. Evaluation of training	UNDP/LGD
	Specialized Training	
	1. Need assessment	UNDP/LGD
	2. Development of training materials (module and handouts)	UNDP in collaboration with LGD along with other organizations
	3. Development of training evaluation system (Pre/post)	UNDP in collaboration with LGD along with other organizations
	4. ToT	UNDP in collaboration with LGD along with other organizations
	5. Piloting of specialized training	UNDP in collaboration with LGD along with other organizations
	6. Finalization of training materials/training manual	UNDP in collaboration with LGD along with other organizations
	7. Printing of manual	UNDP in collaboration with LGD along with other organizations
	2. Advocacy and Communication: Constituencies and policy makers are sensitized on the roles and functions of UZPs vis-à-vis whole decentralization process.	1. Identifying issues and methods through FGD and other types of consultation
2. Identifying firms for developing communication materials		LGD/UNDP
3. Developing of communication materials		LGD/UNDP
4. Sharing communication materials and getting feedback		LGD/UNDP
5. Finalization of communication materials		LGD/UNDP
6. Dissemination of communication materials		LGD/UNDP
7. Impact assessment		
3. Policy Input: Proper documentation and policy input through research and	1. Identifying issues for policy advocacy	LGD/UNDP
	2. Develop policy papers	LGD/UNDP
	3. Disseminate policy papers through	LGD/UNDP

evaluations and Promotion of healthy debate on decentralization in general and local government strengthening in particular	workshops/seminars/policy advocacy and dialogue (Rules making, planning framework, budget framework, monitoring and social audit)	
	4. Feedback from the field to the policy planners	LGD/UNDP
	5. Assisting LGD to formulate relevant rules on UZP	LGD/UNDP
4. Development of project document	1. Hiring international consultant	UNDP/LGD
	2. Arranging FGD/workshop	UNDP/LGD

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SECTION 3: WORK PLAN AND BUDGET

**Preparatory Assistance (PA) Project for Strengthening Upazila Parishad (UZP) through Capacity Building Initiatives and Policy Advocacy
2009-2010**

Output	Activities	2009						2010					
		Jul	Aug	Spt	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	
1. Capacity Development	General Training												
	1. Need assessment	█											
	2. Development of training materials (module and handouts)	█											
	3. Development of training evaluation system (Pre/post)	█											
	4. ToT	█											
	5. Piloting of training in three institutions												
	6. Finalization of training materials/training manual		█										
	7. Printing of manual		█										
	8. Finalization of training schedule												
	9. Arranging training			█	█	█	█						
	10. Evaluation of the training									█	█		
	Specialized Training												
	1. Need assessment				█								
	2. Development of training materials (module and handouts)					█	█						
3. Development of training evaluation system (Pre/post)						█	█						
4. ToT								█	█				
5. Piloting of specialized training								█	█				
6. Finalization of training materials/training manual										█	█		
7. Printing of manual											█	█	
Advocacy and communication	1. Identifying issues and methods through FGD and other types of consultation			█									
	2. Identifying firms for developing communication materials				█								
	3. Developing of communication materials					█							
	4. Sharing communication materials and getting feedback						█						
	5. Finalization of communication materials							█					
	6. Dissemination of communication materials								█	█	█		
	7. Impact assessment												█
3. Policy Input	1. Identifying issues for policy advocacy				█								
	2. Develop policy papers						█	█	█				
	3. Disseminate policy papers through workshops/seminars/policy advocacy and dialogue (Rules making, planning framework, budget framework, monitoring and social audit)									█	█		
	4. Feedback from the field to the policy planners											█	
	5. Assisting LGD to formulate relevant rules on UZP												█
Development of project proposal	Development of full project proposal								█	█	█	█	█

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**Budget
for
Preparatory Assistance (PA) Project for Strengthening Upazila Parishad (UZP) through
Capacity Building Initiatives and Policy Advocacy**

Description	Area	Unit	Amount (US\$)
Personnel	Adviser	1	33000
	Training Officer	1	16500
	Training Associate	2	22000
	Finance and Admin Assistant	1	11000
	Sub Total		82500
General Training			
Need assessment (G)	Local consultant	1 for 1 month	3000
	Workshop/FGD	3	900
	Travel/DSA	15 man days	1845
	Reporting	100 copies	150
	Sundries	Lump sum	200
	Sub total		6095
Development of training materials (G)	Local consultant	1 for 1 month	3000
	Honorium for core group	9 for 10 working days	4500
	Workshop/FGD	1	300
	Travel/DSA	15 man days	1845
	Reporting	100 copies	150
	Sundries	Lump sum	200
	Sub total		9995
Evaluation of training/Developing project	International consultant	1 for 30 days	30000
	Workshop/FGD	1	100
	Reporting	100 copies	150
	Sundries	Lump sum	50
	Sub total		30300
ToT (G)	Workshop/FGD	3 days	710
	Travel/DSA	30 persons	3540
	Reporting	30 copies	450
	Sundries	Lump sum	300
	Sub Total		5000
Piloting of training (G)	Workshop/FGD	5 days in 3 places	2172
	Travel/DSA	90 persons	19530
	Honorium for trainers	20 sessions in each place	1800
	Reporting	100 copies	1500
	Sundries	Lump sum	500
	Sub Total		25502

Training manual (G)	Reporting	5000 copies	15000
	Local consultant (Editing)	15 days	1500
	Sundries		1000
	Sub total		17500
Training (G)	Workshop/FGD	5 days in 3 places	36200
	Travel/DSA	1443 persons	313131
	Honorium for trainers	20 sessions in each place	30000
	Reporting	1500 copies	22500
	Sundries	Lump sum	2000
	Sub Total		403831
Specialized Training			
Need assessment (S)	Local consultant	1 for 1 month	3000
	Workshop/FGD	6	600
	Travel/DSA	15 man days	1845
	Reporting	100 copies	150
	Sundries	Lump sum	200
	Sub total		5795
Development of training materials (S)	Local consultant	6 for 1 month	18000
	Workshop/FGD	6	1800
	Travel/DSA	18 man days	2214
	Reporting	100 copies	150
	Sundries	Lump sum	600
	Sub total		22764
ToT (S)	Workshop/FGD	2 days for 6	1800
	Travel/DSA	60 persons	7080
	Reporting	60 copies	900
	Sundries	Lump sum	300
	Sub Total		10080
Piloting of training (S)	Workshop/FGD	6 days in 6 places	5214
	Travel/DSA	90 persons (15 Each group)	36000
	Honorium for trainers	20 sessions for each issues	3600
	Reporting	100 copies	1500
	Sundries	Lump sum	500
	Sub Total		46814
Training manual (S)	Reporting	1000 copies for each issues (6 issues)	18000
	Local consultant (Editing)	15 days (6 issues)	9000
	Sundries		1000
	Sub total		28000
Advocacy and Communication	Local consultant	1 for 2 months	4000
	Workshop/FGD	1	1000
	Reporting/Printing	2 issues for 1000 copies	20000

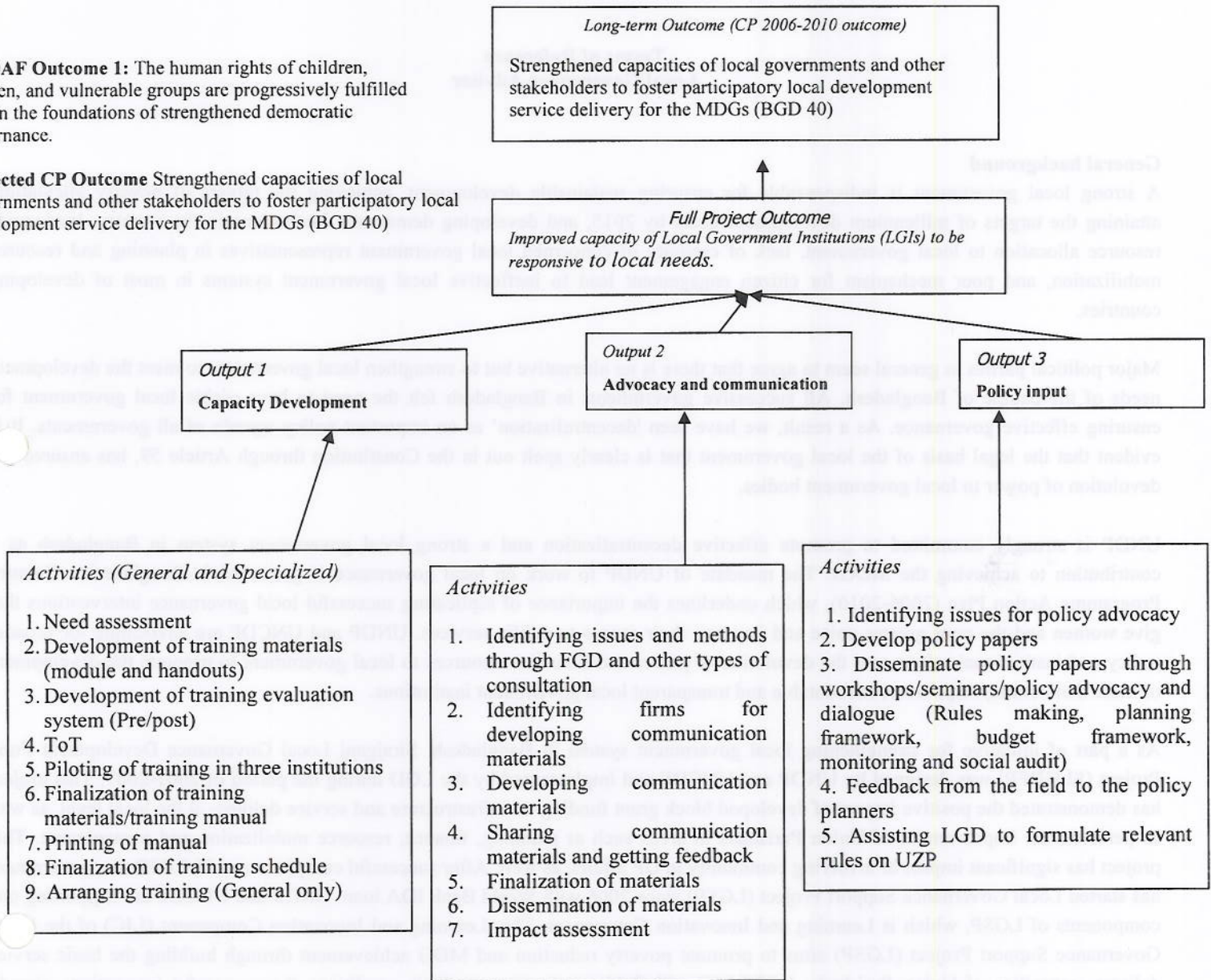
	Travel/DSA	35 man days	4305
	Sundries	Lump sum	200
	Sub total		29505
Policy Input	Local consultant	1 for 4 months	8000
	Workshop/FGD	6	30000
	Reporting/Printing	2 issues for 1000 copies	2000
	Travel/DSA	30 man days	3690
	Sundries	Lump sum	1000
	Sub total		44690
Project support	Computer with accessories	5	8000
	Printer	5	5000
	Laptop with accessories	8	8000
	Photocopier	3	12000
	Furniture	Lump sum	4000
	Mobile	8	800
	Operations and maintenance	Lump sum	5000
	DSA/Travel	Lump sum	20000
	Total		62800
	Grand Total		831171

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Figure 1: Results tree for Strengthening Upazila Parishad (UZP) through Capacity Building Initiatives and Policy Advocacy, Project

UNDAF Outcome 1: The human rights of children, women, and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance.

Expected CP Outcome Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs (BGD 40)



Terms of Reference Local Governance Adviser

General background

A strong local government is indispensable for ensuring sustainable development, achieving the targets of poverty alleviation, attaining the targets of millennium development goals by 2015, and developing democratic institutions in the country. Inadequate resource allocation to local government, lack of capacity of concerned local government representatives in planning and resource mobilization, and poor mechanism for citizen engagement lead to ineffective local government systems in most of developing countries.

Major political parties in general seem to agree that there is no alternative but to strengthen local government to meet the development needs of the people of Bangladesh. All successive governments in Bangladesh felt the need to have viable local government for ensuring effective governance. As a result, we have seen 'decentralization' as an important policy agenda of all governments. It is evident that the legal basis of the local government that is clearly spelt out in the Constitution through Article 59, has ensured the devolution of power to local government bodies.

UNDP is strongly committed to promote effective decentralization and a strong local government system in Bangladesh as a contribution to achieving the MDGs. The mandate of UNDP to work on local governance is grounded in Bangladesh's Country Programme Action Plan (2006-2010), which underlines the importance of replicating successful local governance interventions that give women and the poor greater voice and improve their access to public services. UNDP and UNCDF are advocating for broader policy and institutional reform and the devolution of power and financial resources to local government to promote the development of more democratic, responsive, accountable and transparent local government institutions.

As a part of initiative for strengthening local government system in Bangladesh, Sirajganj Local Governance Development Fund Project (SLGDFFP) was designed by UNDP and UNCDF and implemented by the LGD during the period of 2001-2007. This project has demonstrated the positive impact of developed block grant funding on infrastructure and service delivery at the local level, as well as performance improvement of Union Parishads in areas such as planning, finance, resource mobilization and management. This project has significant impact in involving community in UP affairs, as well. After successful completion of SLGDFFP, the government has started Local Governance Support Project (LGSP) since 2006 with World Bank IDA loan. UNDP and UNCDF are supporting one component of LGSP, which is Learning and Innovation Component. This Learning and Innovation Component (LIC) of the Local Governance Support Project (LGSP) aims to promote poverty reduction and MDG achievement through building the basic service delivery capacities of Union Parishads. LGSP-LIC will field test in more realistic conditions the successful innovations already pioneered in the Sirajganj project and feed these "second generation" innovations into the national LGSP.

UNDP also intends to support the Bangladesh Government in strengthening the newly formed Upazila Parishad. In this regard, UNDP has undertaken project on Preparatory Assistance (PA) Project for Strengthening Upazila Parishad (UZP) through Capacity Building Initiatives and Policy Advocacy.

Scope of work

The adviser will act as a resource to UNDP and advise on its policy, programme, knowledge and partnering work within the area of local governance and decentralization Bangladesh.

This will include specific work in a capacity building initiative for the newly formed Upazila Parishad. The consultant is also expected to develop some policy papers on how to strengthen the local government system in Bangladesh and how to make clear role and responsibilities of different LGIs.

The Adviser will meet with different government officials, elected representatives of different LGIs, member of different training institutes and member of the civil society and NGOs officials. The consultant will also review the relevant documents such as the LGSP-LIC capacity building module, different ordinances and Acts on Local Government, Upazila concept note and so on. The consultant will make field visits as and when required.

In close collaboration with UNDP and UNCDF Programme Officers, and under the guidance of Deputy Country Direct (P) and Country Director, the consultant will carry out the following tasks:

- (i) Coordinate the design and implementation of a training need assessment study for UZP, and advise in designing an innovative capacity development strategy for UZP;
- (ii) Advise and coordinate development of training curriculum/module for UZP, and training materials including booklets and manuals;
- (iii) Advise on organizing and facilitating training for elected UZP representatives and administrative staff, including development of pre/post training evaluation format;
- (iv) Guide and advise partnership with Local Government Division and on the sourcing of/collaboration with NILG, BARD, RDA and other government and non-government organizations in providing training to UZP; and
- (v) Formulate a full project on strengthening the Upazila Parishad;
- (vi) Develop an approach and policy note which will support the government on how to make effective local government institutions in which roles of all stakeholders will be clear.

Deliverables

The consultant will be expected to deliver the followings:

- (i) A brief training need assessment study report for UZP and draft capacity development strategy
- (ii) Training curricula and materials for training of Upazila Parishad personnel
- (iii) Partnership agreements with implementing partners
- (iv) Recommendations on clarified roles of stakeholders
- (v) Policy paper on how to strengthen the Local Government System in Bangladesh
- (vi) Full project document on Upazila Parishad

Timing and inputs

Contract duration will cover eleven months starting from July 2009.

Degree of expertise and qualifications

- (i) A post-graduate degree in social science (public finance or administration, political science or economics);
- (ii) Substantial (at least 10 years) professional experience in the field of governance, decentralization, and local government
- (iii) Track proven record of being able to provide training on governance issues
- (iv) Experience of local government in Bangladesh,
- (v) Proven verbal communication and drafting skills in English;
- (vi) Proven inter-personal and team-player competencies;
- (vii) Computer literate

Terms of Reference

Training Officer

General background

A strong local government is indispensable for ensuring sustainable development, achieving the targets of poverty alleviation, attaining the targets of millennium development goals by 2015, and developing democratic institutions in the country. Inadequate resource allocation to local government, lack of capacity of concerned local government representatives in planning and resource mobilization, and poor mechanism for citizen engagement lead to ineffective local government systems in most of developing countries.

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Duties and Responsibilities

The Training Officer will work under the overall guidance of the Local Governance Adviser and in close coordination with the implementing partner and UNDP. S/he will be responsible for providing training related support in the efficient and effective execution of project activities. In carrying out her/his responsibilities, S/he will develop the curriculum and training materials as well as booklets and training manuals. S/he will advocate and promote the work of UNDP in Bangladesh and will also work closely with UNDP operations team and programme cluster, Government officials, private sector, non-government and civil society organizations.

Summary of key functions:

- Organize training for elected UZP representatives and administrative staff, and
- Take the responsibility of facilitating training t;
- Schedule training for elected UZP representatives and administrative staff,
- Revise schedules when required, for example due to weather, availability to trainers, etc;
- Identify facilities for all training and coordinate with local officials to secure all Division/District level training;
- Trouble-shoot problems related to training facilities and identify new facilities if required.
- Ensure all trainers have the required training materials, including booklets, visual aids, paper, and computers;
- Prepare required training reports for the MoE and UNDP ;
- Supervise training associates;
- Assist to prepare research document for training impact analysis;
- Develop TOR for training programmes and resource persons;
- Any other relevant tasks that may emerge as important in the course of this assignment, and which deems to be appropriate for the Training Manager to undertake.

Competencies

The incumbent will be dealing with high-level government officials, technical specialists, Programme clusters and senior management of UNDP. Accordingly, s/he needs to have the experience and skill to operate at this level.

- Strong facilitation skills
- Strong analytical skills
- Ability to formulate and manage training programmes and design relevant training materials
- Excellent communication skills in Bengali and English, both written and oral
- Ability in establishing and maintaining good working relationships to facilitate work goals
- Demonstrate results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education

- At least a Masters degree, or equivalent, public administration or relevant governance discipline;

Experience

- Minimum 5 years experience in conducting training programs and developing training materials
- Minimum 2 years experience in developing/managing large national training programs
- Fluency in written and spoken English and Bengali
- Excellent ICT and computer skills

Timing and inputs

Contract duration will cover eleven months starting from July 2009.

Terms of Reference

Training Associate

General background

A strong local government is indispensable for ensuring sustainable development, achieving the targets of poverty alleviation, attaining the targets of millennium development goals by 2015, and developing democratic institutions in the country. Inadequate resource allocation to local government, lack of capacity of concerned local government representatives in planning and resource mobilization, and poor mechanism for citizen engagement lead to ineffective local government systems in most of developing countries.

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Duties and Responsibilities

The Training Associate will work under the overall guidance of the Training Officer and in close coordination with the implementing partner and UNDP. S/he will be responsible for providing training related support in the efficient and effective execution of project activities. In carrying out her/his responsibilities, S/he will develop the curriculum and training materials as well as booklets and training manuals. S/he will advocate and promote the work of UNDP in Bangladesh and will also work closely with UNDP operations

team and programme cluster, Government officials, private sector, non-government and civil society organizations. The Training Associates will have the following duties and responsibilities:

- Maintain training files;
- Manage day-to-day routine administration of the project's training component concerning personnel and logistic support;
- Prepare routine correspondence and general reference documents, organize data and information, maintain records and documents to facilitate monitoring of all training activities;
- Contacts with resource persons
- Complete other related duties as required

Competencies

- Good administrative skills
- Good communication skills in Bangla and English, both written and oral
- Ability in establishing and maintaining good working relationships to facilitate work goals
- Demonstrates results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education

- Bachelor degree

Experience

- Minimum 3 years experience in assisting training programs
- Fluency in written and spoken English and Bengali
- Excellent ICT and computer skills
- Excellent administrative skills

Timing and inputs

Contract duration will cover eleven months starting from July 2009.

Terms of Reference

Finance and Admin Assistant

General background

A strong local government is indispensable for ensuring sustainable development, achieving the targets of poverty alleviation, attaining the targets of millennium development goals by 2015, and developing democratic institutions in the country. Inadequate resource allocation to local government, lack of capacity of concerned local government representatives in planning and resource mobilization, and poor mechanism for citizen engagement lead to ineffective local government systems in most of developing countries.

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Duties and Responsibilities

The Finance and admin assistant will work under the overall guidance of the Local Governance Adviser and will have the following duties and responsibilities:

1. Ensures **implementation of financial operational strategies** focusing on achievement of the following results:

- Full compliance of financial processes and financial records with UN/UNDP rules, regulations, policies and strategies.

- Input to the CO business processes mapping and elaboration of the content of internal Standard Operating Procedures in Finance in consultation with the direct supervisor and office management.
2. Ensures **functioning of the optimal cost-recovery system** focusing on achievement of the following results:
- Provision of inputs for preparation of cost-recovery bills in Atlas for the services provided by UNDP, follow up on cost recovery.
3. **Provides accounting and administrative support to the Finance Unit** focusing on achievement of the following results:
- Proper control of the supporting documents for payments and financial reports for NEX projects; preparation of all types of vouchers for projects.
 - Timely corrective actions on unposted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.
 - Presentation of information on the status of financial resources as required.
 - Maintenance of the Accounts Receivables for UNDP projects and recording of deposits.
 - Management of cash receipts and petty cash.
 - Maintenance of the proper filing system for finance records and documents.
4. Supports **knowledge building and knowledge sharing** in the CO focusing on achievement of the following results:
- Participation in the trainings for the operations/ projects staff on Finance.
 - Contributions to knowledge networks and communities of practice.
5. **Others**
- Assist the Project manager/NPD in the preparation and execution of the project budget
 - Prepare quarterly/ annual financial reports
 - Assist Project manager/NPD in monitoring project expenditure
 - Timely and accurate preparation of bank reconciliations.
 - Manage financial documents and files

Competencies

- Good administrative skills
- Good communication skills in Bangla and English, both written and oral
- Ability in establishing and maintaining good working relationships to facilitate work goals
- Demonstrates results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education

- Commerce graduate

Experience

2 years of relevant finance experience at the national or international level is required. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems.

Timing and inputs

Contract duration will cover eleven months starting from July 2009

Strengthening Upazila Parishad (UZP) through Capacity Building Initiatives and Policy Advocacy

Annual Work Plan for 2009

(Version-1, dated: 24 June 2009)

Proposed title/BGD Outcome no. in Development Work Plan (Award ID in ATLAS): Strengthening Upazila Parishad (UZP) through Capacity Building Initiatives and Policy Advocacy , BGD_OUTCOME40												
Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs												
Success Indicators: 1. At least 50% of elected representatives of the Upazila Parishad received general orientation 2. A number of training manual for elected UZP representatives developed 3. Policy paper developed for strengthening LGIs. 4. Number of women participation in the training												
Outcome	Outputs	Activities (Detailed results to be produced for achievement of each output not to be inc. in ATLAS)	Q3	Q4	Responsible Party	Source of Funds	Planned Budget					
							Budget Description	Amount (USD)				
Improved capacity of Local Government Institutions (LGIs) to be responsive to local needs	1. 1. Capacity Development: Effective framework for capacity development of elected UZP Chairmen, Vice-Chairmen, Members and the key functionaries developed.	1.1.1 Need assessment for arranging general orientation			UNDP	TRAC 04000	71300 Local consultant	3,000				
			75700 Training, workshop and confer	900								
									71600 Travel	1,845		
									72300 Materials & Goods	150		
									74500 Miscellaneous	200		
									71300 Local consultant	3,000		
									75707 Learning-Subsistence allowan	4,500		
							UNDP	TRAC 04000	75700 Training, workshop and confer	300		
									71600 Travel	1,845		
									72300 Materials & Goods	150		
									74500 Miscellaneous	200		
									75700 Training, workshop and confer	710		
							UNDP	TRAC 04000	71600 Travel	3,540		
									72300 Materials & Goods	450		
									74500 Miscellaneous	300		
							UNDP		75700 Training, workshop and confer	2,172		
							71600 Travel	19,530				
							75707 Learning-Subsistence allowan	1,800				
							72300 Materials & Goods	1,500				
							74500 Miscellaneous	500				
							74210 Printing and publications	15,000				
					UNDP	TRAC 04000	71300 Local consultant	1,500				
							74500 Miscellaneous	1,000				
							75700 Training, workshop and confer	36,200				
							71600 Travel	313,131				

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Outcome	Outputs	Activities (Detailed results to be produced for achievement of each output not to be inc. in ATLAS)	Q3	Q4	responsible Party	Source of Funds	Budget Description	Amount (USD)			
2. Advocacy and Communication: Constituencies and policy makers are sensitized on the roles and functions of UZPs vis-à-vis whole decentralization process.	3. Policy Input: Proper documentation and policy input through research and evaluations and Promotion of healthy debate on decentralization in general and local government strengthening in particular	1.2.1 Need assessment for specialized training 1.2.2 Development of training materials and training evaluation system for specialized training			UNDP	TRAC 04000	75707 Learning-Subsistence allowance	30,000			
							72300 Materials & Goods	22,500			
							74500 Miscellaneous	2,000			
					UNDP	TRAC 04000	72100 Contractual services companies	5,795			
							71300 Local consultant	18,000			
					UNDP	TRAC 04000	75700 Training, workshop and confer	1,800			
							71600 Travel	2,214			
							72300 Materials & Goods	150			
							74500 Miscellaneous	600			
					Sub-Total					496,482	
					2.1 Identification of issues for communication			UNDP	TRAC 04000	71300 Local consultant	2,000
					2.2 Development of issue based communication materials (FGD will be arranged and sharing meeting will be arranged with stakeholders)			UNDP	TRAC 04000	75700 Training, workshop and confer	500
									74215 Promotional materials and Dist	10,000	
									71600 Travel	2,000	
						74500 Miscellaneous	100				
		Sub-Total					14,600				
		3.1 Identifying issues for policy advocacy			UNDP	TRAC 04000	75700 Training, workshop and confer	15,000			
		3.2 Develop policy papers			UNDP	TRAC 04000	71300 Local consultant	4,000			
						71600 Travel	2,000				
						74500 Miscellaneous	500				
						74210 Printing and publications	2,000				
		Sub-Total					23,500				
		4.1 Technical support by project staff					71300-Local Personnel	18,000			
							71400-Local Personnel	8,250			
							71400-Local Personnel	12,000			
							71400-Local Personnel	6,000			

Outcome	Outputs	Activities (Detailed results to be produced for achievement of each output not to be inc. in ATLAS)	Q3		Q4		Responsible Party	Source of Funds	Budget Description	Amount (USD)
		Sub-Total					UNDP	TRAC 04000		44,250
		4.1 Procurement of equipments and furniture							72200 Equipment and furniture	37,800
		4.2 Maintenance of office equipment and furniture							73405 Rental and Main -other office eq	2,000
		4.3 Travel by project/GoB/UNDP officials							71600 Travel	10,000
		Sub-Total								49,800
		4.4 Evaluation/development of project document							71200 International consultant	30,000
									75700 Training, workshop and confer	100
									72300 Materials & Goods	150
									74500 Miscellaneous	50
		Sub-Total								30,300
		Grand Total								658,932
Allocation of resources at at Glance for this AWP										
Total by Activities	Activity 1 -496482, Activity 2 - 14600, Activity 3 -23500, Activity 4-124350									
Total by implementing agencies	658932 (001200)									
Total by Atlas Fund Codes	658932									
Total by donor	658932 (00012)									
Total for Procurement	70,595									
Total for Cash advance	496,482									



(Stefan Priesner)

Country Director
UNDP, Bangladesh

Stefan Priesner
Country Director
UNDP-Bangladesh

Recruitment Plan - 2009

Project: Strengthening Upazila Parishad (UZP) through Capacity Building Initiatives and Policy Advocacy

Functional Title	Category (National Professional, International Consultants, National Consultants, or Support Staff)	Number of Positions	Contract Type	Contract Duration	Expected Date of Joining
Local Governance Adviser	National Consultant	1	SSA	11 Months	1-Jul-09
Training Officer	National Professional	1	SC	11 Months	Jul-09
Training Associate	National Professional	2	SC	11 Months	Jul-09
Finance and Admin Assistant	National Professional	1	SC	11 Months	Jul-09
Consultant for manual development	National consultant	1	SSA	30 Working Days	Jul-09
Consultant for need assessment (General)	National consultant	1	SSA	30 Working Days	Jul-09
International consultant	International consultant	1	SSA	30 Working Days	Nov-09
Consultant for editing manual	National consultant	1	SSA	15 working days	Jul-09
Consultant for developing manual (Specialized)	National consultant	6	SSA	30 working days	Sep-09
IEC Consultant	National consultant	1	SSA	30 Working Days	Oct-09
Consultant for policy paper development	National consultant	1	SSA	4 months	Aug-09




(Stefan Priesner)
Country Director
UNDP, Bangladesh

Stefan Priesner
Country Director
UNDP-Bangladesh

Procurement Plan - 2009

Project/Agency Name: Strengthening Upazila Parishad (UZP) through Capacity Building Initiatives and Policy Advocacy

s/n	Description of goods, services or works	Unit of Measure	Quantity	Estimated Unit Price in USD	Estimated Total Price in USD	Start of Delivery(*)	Completion of Delivery
1	Computer and accessories	Firm	5	1600	8000	August	August
2	Printer	Firm	5	1000	5000	August	August
3	Laptop	Firm	8	1000	8000	August	August
4	Photocopier	Firm	3	4000	12000	August	August
5	Table	Firm	5	200	1000	August	August
6	Computer table	Firm	5	80	400	August	August
7	Bookshelve	Firm	5	520	2600	August	August
8	Mobile	Firm	8	100	800	August	August
9	Firms for Need assessment for specialized training	Firm	1		5,795	August	August
10	Printing of manual	Firm	5000	3	15000	August	August
11	Firms for Promotional materials and Dist	Firm		10000	10000	October	October
12	Printing of policy paper	Firm	1	2000	2000	November	November
Total Approved Budget:					70595		


 (Stefan Priesner)
 Country Director
 UNDP, Bangladesh

Stefan Priesner
 Country Director
 UNDP-Bangladesh

Strengthening Upazila Parishad (UZP) through Capacity Building Initiatives and Policy Advocacy

Multi-year budget for Upazila project

(Version-1, dated: 11 June 2009)

Proposed title/BGD Outcome no. in Development Work Plan (Award ID in ATLAS): (00099999) – Strengthening Upazila Parishad (UZP) through Capacity Building Initiatives and Policy Advocacy , BGD_OUTCOME40 Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs

Success indicators: 1. At least 50% of elected representatives of the Upazila Parishad received general orientation 2. A number of training manual for elected UZP

Budgetary Account		Exp. Account	Activity	Imp. Agent		Fund		Donor		Total
Code	Description	Code	Description	Code	Description	Code	Description	Code	Description	2,010
72100	Contractual Services	72100	Contractual Services	002100	UNDP	04000	TRAC	12	UNDP	5,795
71300	Local Consultant (S/T)	71300	Local Consultant	002100	UNDP	04000	TRAC	12	UNDP	9,000
71600	Travel	71600	Travel	002100	UNDP	04000	TRAC	12	UNDP	342,105
72300	Materials and Good	72300	Materials and Good	002100	UNDP	04000	TRAC	12	UNDP	2,400
75707	Learning subsistence	75707	Learning subsistence	002100	UNDP	04000	TRAC	12	UNDP	3,600
74210	Printing and publications	74210	Printing and publications	002100	UNDP	04000	TRAC	12	UNDP	15,000
75700	Training worksho and confer	75700	Training worksho and confer	002100	UNDP	04000	TRAC	12	UNDP	42,082
74500	Miscellaneous	74500	Miscellaneous	002100	UNDP	04000	TRAC	12	UNDP	4,800
Total										84,894
71300	Local Consultant (S/T)	71300	Local Consultant (S/T)	002100	UNDP	04000	TRAC	12	UNDP	2,000
74215	Promotional materials and dist	74215	Promotional materials and dist	002100	UNDP	04000	TRAC	12	UNDP	10,000
71600	Travel	71600	Travel	002100	UNDP	04000	TRAC	12	UNDP	2,305
75700	Training worksho and confer	75700	Training worksho and confer	002100	UNDP	04000	TRAC	12	UNDP	500
74500	Miscellaneous	74500	Miscellaneous	002100	UNDP	04000	TRAC	12	UNDP	100
Total										14,600
										14,905
										29,505

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Budgetary Account		Exp. Account		Activity		Imp. Agent		Fund		Donor		Total	
Code	Description	Code	Description	Code	Description	Code	Description	Code	Description	Code	Description	2,009	2,010

• An AWP signed by the IP and UNDP hereby authorizes Fund Commitment, Disbursement and Expenditure Reporting The Annual Work Plan is an instrument to plan the delivery of results and

Summary of the Budget

(6,693,000)

		Year-1		Year-2		Total	
ACTIVITY1		496,482		84,894		581,376	
ACTIVITY2		14,600		14,905		29,505	
ACTIVITY3		23,500		21,190		44,690	
ACTIVITY4		124,350		51,250		175,600	
		658,932		172,239		831,171	
002100 UNDP		658,932		172,239		831,171	
Total Budget by Fund		658,932		172,239		831,171	
		04000		TRAC			
Total Budget by Donor		658,932		172,239		831,171	
		00012 UNDP		172,239		831,171	

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