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## **Consolidated Annual Report on Activities Implemented under the Joint Programme “Upazila Governance Programme”**

**Report of the Administrative Agent  
for the period November - December 2011**

**Multi-Partner Trust Fund Office**  
Bureau of Management  
United Nations Development Programme  
<http://mptf.undp.org>

## PARTICIPATING UN ORGANIZATIONS



United Nations Capital Development Fund (UNCDF)



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United Nations Development Programme (UNDP)

## CONTRIBUTING DONOR



Swiss Agency for Development and  
Cooperation



**UPAZILA GOVERNANCE PROJECT**  
**ANNUAL PROGRAMME NARRATIVE PROGRESS REPORT**

**REPORTING PERIOD: NOVEMBER–DECEMBER 2011**

<p style="text-align: center;"><b>Programme Title &amp; Project Number</b></p> <ul style="list-style-type: none"><li>• Programme Title: Upazila Governance Project (UZGP)</li><li>• Programme Number <i>(if applicable)</i></li><li>• MPTF Office Project Reference Number:</li></ul>	<p style="text-align: center;"><b>Country, Locality(s), Thematic/Priority Area(s)</b></p> <p><i>(if applicable)</i> Country/Region: Bangladesh</p> <hr/> <p><i>Thematic/Priority:</i> Democratic Governance</p>										
<p style="text-align: center;"><b>Participating Organization(s)</b></p> <ul style="list-style-type: none"><li>• Organizations that have received direct funding from the MPTF Office under this programme</li></ul> <p>UNDP, UNCDF</p>	<p style="text-align: center;"><b>Implementing Partners</b></p> <ul style="list-style-type: none"><li>• National counterparts (government, private, NGOs &amp; others) and other International Organizations</li></ul> <p>Local Government Division, Ministry of Local Government, Rural Development and Cooperatives, The Government of the People's Republic of Bangladesh</p>										
<p style="text-align: center;"><b>Programme/Project Cost (US\$)</b></p> <p>MPTF/JP Contribution: JP funding (Pass-Through) from SDC: 3,585,935</p> <p>Agency Contribution</p> <ul style="list-style-type: none"><li>• <i>by Agency (if applicable)</i></li></ul> <p>Government Contribution <i>(if applicable)</i></p> <p>Other Contributions (donors) <i>(if applicable)</i></p> <p><b>TOTAL:</b></p>	<p style="text-align: center;"><b>Programme Duration</b></p> <table style="width: 100%;"><tr><td>Overall Duration (<i>months</i>)</td><td style="text-align: right;">60 months</td></tr><tr><td>Start Date</td><td style="text-align: right;">2011</td></tr><tr><td>End Date (or Revised End Date)</td><td style="text-align: right;">2016</td></tr><tr><td>Operational Closure Date</td><td style="text-align: right;">2016</td></tr><tr><td>Expected Financial Closure Date</td><td></td></tr></table>	Overall Duration ( <i>months</i> )	60 months	Start Date	2011	End Date (or Revised End Date)	2016	Operational Closure Date	2016	Expected Financial Closure Date	
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<p style="text-align: center;"><b>Programme Assessment/Review/Mid-Term Eval.</b></p> <p>Assessment/Review - if applicable <i>please attach</i></p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i></p> <p>Mid-Term Evaluation Report – if applicable <i>please attach</i></p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i></p>	<p style="text-align: center;"><b>Report Submitted By</b></p> <ul style="list-style-type: none"><li>○ Name: Stefan Priesner</li><li>○ Title: Country Director</li><li>○ Participating Organization (Lead): UNDP</li><li>○ Email address: Stefan.priesner@undp.org</li></ul>										

## **I. Purpose**

The Upazila Parishad Governance Project (UZGP) is part of the overall programmatic framework for UNDP and UNCDF support to the Government of Bangladesh Local Governance reforms. It is an innovative initiative with four overarching themes

Firstly it will support the Government of Bangladesh to implement the governance reforms at *Upazila* (UZP) level that include the recently (re) established elected council at the middle tier of LGI Unit.

Secondly it will demonstrate how the UZP can fulfill its development mandate for service delivery and leverage its comparative advantage in delivering development and services at the local level and accelerating the achievement of the MDGs – recognizing locally specific needs.

Thirdly it will weave the UZP into a more holistic and integrated local governance framework in which the UPs, the line agencies and the Upazila Parishads complement one another, co-financing local development programs that are locally accountable.

Finally it will support central government's capacity to monitor these local governance reforms and to develop a National Framework for Local Government Policy and Capacity Building for local government institutions (LGIs) and local level functionaries.

**Project Outcome:** Strengthened capacities of local governments and other stakeholders to foster participatory local development service delivery for the MDGs

**Output 1:** Strengthened Upazila Parishads as functional, democratic and accountable institutions

**Output 2:** Strengthened Planning and Budgeting system at UZP with MDG orientation and pro-poor service delivery mechanism

**Output 3:** Strengthened national capacity for effective policy review, monitoring, lesson learning and capacity development of LGIs for improved Local Governance

**Output 4:** Effective Project Management Arrangements

The project outcome is related with the United Nations Development Assistance Framework (UNDAF) outcome under democratic governance thematic area which is *By 2016, all Bangladeshis including vulnerable groups are better represented and participate more in democratic processes and civil service and local governments' are more responsive and better able to deliver public services*

The Joint Programme (JP) uses a pass-through funding modality. The Multi-Partner Trust Fund Office (MPTF Office) of the United Nations Development Programme (UNDP) serves as the Administrative Agent of the Joint Programme. The MPTF Office receives, administers and manages contributions from Donors, and disburses these funds to the Participating UN Organizations in accordance with the decisions of the JP Steering Committee. The Administrative Agent receives and consolidates annual reports and submits to the JP Steering Committee.

## II. Resources

*Financial Resources:* As of the end of the reporting period on 31 December 2011, \$980,072 of donor contributions from the Swiss Agency for Development and Cooperation was deposited into the account of the Administrative Agent. No funds were transferred to Participating UN Organisations. No expenditure was reported by Participating Organisations as at 31 December 2011.

*Human Resources:* The project has one National Project Director who is also the Additional Secretary of the implementing ministry and one Focal point who is the Joint Secretary of the concerned ministry. During the reporting period, the process started for recruiting following project staff:

Project Manager	1
Divisional Facilitator	7
District Facilitator	7
Monitoring and Evaluation Officer	1
Research Officer	1
MIS Officer	1
Communication Officer	1
Project Coordination Officer	1
Admin and Finance Associate	1
Project Assistant	9
Project Secretary	2
Data Keeper	2
Driver	10
Total	44

Two UNDP -National staff and three UNCDF national staff worked in the project's assurance team under the leadership of Assistant Country Director, Local Governance Cluster, UNDP.

## III. Implementation and Monitoring Arrangements

**Implementation Mechanism:** The project is managed in a manner consistent with the NIM (National Implementation modality). The Additional Secretary (Admin) LGD is the **National Project Director (NPD)** with the responsibility for providing substantive guidance and support in achieving the outputs. The Local Government Division (LGD) of the Government of Bangladesh is in the overall supervision of the project and the Steering Committee (SC) is chaired by the Secretary of LGD. The Committee is responsible for providing policy guidelines to the project. During the reporting period, the LGD processed approval of Development Project Proforma (DPP) -- the government's internal project document. They also have requested UNDP to start recruitment of staff and procurement of equipment. The LGD drafted a brief Work Plan for 2011.

**Reporting:** An Annual Review Report shall be prepared by the Project Manager and shared with the SC, the Project Board and the Output Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

**Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate Outputs. Since the project document was launched in August 2011, no project review took place during the reporting period.

**Monitoring:** The monitoring of the activities will be three layered: Project M&E, UZP M&E and LGD M&E. The project will be monitored throughout the project period. Annual, quarterly review mechanism will be developed and assessment will be carried out to monitor the progress the key achievements and result. A number of log frames will be developed as for issue log, risk log, project lesson learned log, which will enable to follow through actions ensuring accomplishment of activities with quality. In 2011, UNDP Results and Resource Management Cluster initiated technical support for developing a robust M&E framework for the project.

**Procurement procedures:** Project procurement is responsibility of UNDP and UNCDF, as Participating Organizations, and UPs. Each institution follows the procurement rules as prescribed by UN standard procedures. UNDP and UNCDF procures both local and international technical assistance and some service provisions as per the project document. The implementing agent, the Local Government Division of the Government procures through NEX advance for project management. UZPs which receive block grants, follow the government's rules.

#### **IV. Results**

During the five months of 2011 after the project was formally launched, main focus was preparatory activities including recruitment, procurement, developing M&E framework etc.

- A series of consultations took place in each of the four offices of divisional commissioners to inform them about this new project and to ensure their involvement from the very beginning of the project.
- The MOU between the MPTF Office and Participating UN Organisations was signed in November 2011.
- The Standard Administrative Arrangement (SAA) was signed between the Swiss Agency for Development and Cooperation (SDC) and the MPTF Office for contributions to the project in November 2011. Donor deposits of \$980,072 were received in December 2011.
- Signing of SAA was initiated with the European Union for its contribution to the project.
- The Work Plan for 2012 was drafted and shared with the LGD.
- Design for block grants drafted and shared with LGD.

#### **V. Future Work Plan**

**Output 1:** Strengthened Upazila Parishads as functional, democratic and accountable institutions

- Modules and manual development for training

- Organize training for all UZP concerned officials
- Activating ward shava
- Activating Upazila Parishad standing committees
- Facilitating drafting of citizens charter
- Capacity building of elected women members
- Developing planning and budgeting guidelines

**Output 2:** Strengthened Planning and Budgeting system at UZP with MDG orientation and pro-poor service delivery mechanism

- Identification of upazilas for performance block grants
- Sharing minimum conditions (MC) for receiving grants with the selected upazilas
- Recruiting audit company for PFM assessment of upazilas
- Commissioning office of DDLG/Divisional Commissioner for MC assessment
- MC assessment, scoring and review
- Disbursement of first tranche of performance block grants

**Output 3:** Strengthened national capacity for effective policy review, monitoring, lesson learning and capacity development of LGIs for improved Local Governance

- Setting up of policy advisory group
- Facilitate activities of the policy advisory group
- Identification of policy research and advocacy issues
- Baseline survey
- Initiating support to national training institutions

**Output 4:** Effective Project Management Arrangements

- Recruitment of staff
- Procurement of equipment and vehicles
- Setting up of office
- Planning review
- Retreat

## VI. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<b>Output 1: Strengthened Upazila Parishads as functional, democratic and accountable institutions</b>							
Indicator 1.1.	Percentage of women and men UPZ councilors who report they can participate effectively in debate and influence decision making by the end of the project..	<i>Councilor perception baseline</i>	<p>Activity 1.1.1: Design and deliver training programme on roles, functions and management of UZP (for all 482 UZPs)</p> <p>Activity 1.1.2: Support UZP for effective meetings and active Committees</p> <p>Activity 1.1.3: Support drafting of sub-legislation (Delegated legislation) as per UZP Act 2009</p>	Implementation not started		Progress report	
Indicator 1.2	Number of UZPs with are compliant with at least 90% of the provisions of the Right to Information Act By the end of the project	<i>Councilor perception baseline</i>	<p>Activity 1.2.1: Establishing UZP-constituent links</p> <p>Activity 1.2.2: Operationalizing Right to Information and Digital Bangladesh vision</p> <p>Activity 1.3.1: Formation of Women Development Forums at District level</p> <p>Activity 1.3.2: Raising awareness on gender equality within the Upazila</p>	Implementation not started		Progress report	
Indicator 1.3	Average number of key standing committees functioning in UZPs by the end of the project.	0		Implementation not started		Progress report	
Indicator 1.4	Number of women's development fora registered at the District level by the end of the	0		Implementation not started		Government Circular	

	<b>Performance Indicators</b>	<b>Indicator Baselines</b>	<b>Planned Indicator Targets</b>	<b>Achieved Indicator Targets</b>	<b>Reasons for Variance (if any)</b>	<b>Source of Verification</b>	<b>Comments (if any)</b>
	project.						
Indicator 1.5	Number of UZPs that have prepared a "Citizen's Charter" incorporating arrangements for UZP-constituent relations by the end of the project.	0		Implementation not started		Government Circular	
<b>Output 2: Strengthened Planning and Budgeting system at UZP with MDG orientation and pro-poor service delivery mechanism</b>							
Indicator 2.1	Number of line department activities integrated with UZP plans and budget		Activity 2.1.1: Support to production of Upazila Development Planning and budgeting guidelines  Activity 2.1.2: Design and deliver local development planning and budgeting training based on the guidelines prepared under 2.1.1	Implementation not started		UZP plan	
Indicator 2.2	Number of participating UZP that have produced development plans responding to local MDG assessment and identifying needs and actions related to the most vulnerable groups (such as the *Dalits or other locally relevant excluded groups) by end of project	0	Activity 2.1.3: Producing Upazila integrated development plan with emphasis on MDG achievement in 14 Upazila  Activity 2.1.4: Support in preparation of Upazila monitoring and evaluation framework  Activity 2.2.1: Design and capacitate on Upazila Fiscal Support system tools:  Activity 2.2.2: Support to management and implementation of the UZP pilot fiscal support system	Implementation not started		Scheme list  Progress report	
Indicator 2.3	Number of participating UZPs with development plans that have at least one	0	Activity 2.2.3: Support to further development of the UZP pilot fiscal support system	Implementation not started		Scheme list	

	<b>Performance Indicators</b>	<b>Indicator Baselines</b>	<b>Planned Indicator Targets</b>	<b>Achieved Indicator Targets</b>	<b>Reasons for Variance (if any)</b>	<b>Source of Verification</b>	<b>Comments (if any)</b>
	development intervention addressing needs of the identified most vulnerable groups (such as the Dalits or other locally excluded groups).						
Indicator 2.4	Percentage of performance based grants allocated to projects identified as MDG-responsive in annual development plans in final year of project.	First round of performance grants		Implementation not started		Performance assessment report	

**Output 3: Strengthened national capacity for effective policy review, monitoring, lesson learning and capacity development of LGIs for improved Local Governance**

Indicator 3.1.	Number of legislative or regulatory instruments influenced by outcome of piloting activities by the end of the project.	<i>current set of legislative and regulatory instruments</i>	Activity 3.1.1: Facilitate core functions of the Policy Advisory Group.  Activity 3.1.2: Support the development of a National Framework for Local Government Capacity Development.	Implementation not started		Progress report	
Indicator 3.2	Existence of a National Framework for Local Government Capacity Development by the end of the project.	<i>No draft framework exists</i>	Activity 3.1.3: Support to action research on local governance.  Activity 3.2.1: Support to LGD (MIE wing) to develop and operationalize an M&E system for UP and UZP performance monitoring (including roll out to Division and District level).	Implementation not started		Progress report	
Indicator 3.3	Existence of a functioning M&E and MIS system in the Monitoring, Investigation and	<i>Only a project based MIS (and in early design stage) is used by LGD</i>	Activity 3.2.2: Support	Implementation not started		Progress report	

	<b>Performance Indicators</b>	<b>Indicator Baselines</b>	<b>Planned Indicator Targets</b>	<b>Achieved Indicator Targets</b>	<b>Reasons for Variance (if any)</b>	<b>Source of Verification</b>	<b>Comments (if any)</b>
	Evaluation Wing of LGD ( capturing key data on local government performance) by the end of the project.		the DLG to develop, collect and analyse governance and 'democracy' indicators.  Activity 3.2.3: Support National training institutions and private sector agencies in training and backstopping of UPs and UZPs.				
Indicator 3.4	Number of DLGs who have a sustainable system for monitoring and backstopping local governments by the end of the project.	<i>No system in place</i>	3.3.1 R&D fund for knowledge Generation activities  3.3.2 M&E and project learning review	Implementation not started		Progress report	
<b>Output 4: Effective Project Management Arrangements</b>							

## V. JOINT UN PROGRAMME UZGP Bangladesh FINANCIAL REPORT OF THE ADMINISTRATIVE AGENT FOR 2011

### 1) Source and Use of Funds

As of the end of the reporting period (31 December 2011), the total contribution received from the donor (Swiss Agency for Development and Cooperation) amounted to US\$980,072.

Apart from Donor contributions, the other source of funds for the JP is interest income. The two sources of interest earned income are 1) Administrative Agent (Fund) earned interest, which is the interest earned by the MPTF Office as the Administrative Agent on the balance of funds remaining in the JPF account, and 2) agency earned interest, which is the amount earned by the Participating UN Organizations on the undisbursed balance of JPF funds. As of 31 December 2011, the fund earned interest was US\$1,700. No interest was received from Participating UN Organizations. With the interest, the cumulative source of funds amounted to US\$981,772.

The Standard Administrative Agreement (SAA) with the donor was signed in November 2011. No funds had been transferred to the Participating UN agencies as at the end of the reporting period.

The Administrative Agent fee was charged at the approved rate of 1% on deposits and amounted to US\$9,801 as at 31 December 2011.

Table 1 provides an overview of the overall sources, uses, and balance of the Joint Programme as of 31 December 2011.

*Table 1. Financial Overview (in US Dollars)*

	<b>Current Year Jan-Dec 2011</b>	<b>TOTAL</b>
<b>Sources of Funds</b>		
Gross Donor Contributions	980,072	980,072
Fund Earned Interest Income	1,700	1,700,
Interest Income received from Participating Organizations	-	-
Refunds by Administrative Agent (Interest/Others)	-	-
Other Revenues	-	-
<b>Total: Sources of Funds</b>	<b>981,772</b>	<b>981,772</b>
<b>Use of Funds</b>		
Transfer to Participating Organizations	-	-
Refunds received from Participating Organizations	-	-
<b>Net Funded Amount to Participating Organizations</b>	<b>-</b>	<b>-</b>
Administrative Agent Fees	<b>9,801</b>	<b>9,801</b>
Direct Costs	-	-
Bank Charges	<b>12</b>	<b>12</b>
Other Expenditures	-	-
<b>Total: Uses of Funds</b>	<b>9,812</b>	<b>9,812</b>
<b>Balance of Funds Available with Administrative Agent</b>	<b>971,960</b>	<b>971,960</b>
Net Funded Amount to Participating Organizations	-	-
Participating Organizations' Expenditure	-	-
<b>Balance of Funds with Participating Organizations</b>	<b>-</b>	<b>-</b>

## 2. Donor contribution

Table 2 indicates the details of the total contribution received amounting to \$980,072 as of the end of the reporting period, 31 December 2011. The total contribution was made by the Swiss Agency for Development and Cooperation

*Table 2. Donor Contributions (in US Dollars)*

	<b>Current Year Jan-Dec 2011</b>	<b>TOTAL</b>
Swiss Agency for Development and Cooperation	980,072	980,072
<b>Total</b>	980,072	980,072

## 3. Transfer of Funds

The Standard Administrative Agreement (SAA) with the donor was signed in November. No funds had been transferred to the Participating UN agencies as at the end of the reporting period.

## 4. Expenditure Reported by Participating Organization

No expenditure had been reported by the Participating UN agencies as at the end of the reporting period.

## 5. Transparency and accountability

The MPTF Office continued to provide information on its GATEWAY (<http://mptf.undp.org>) a knowledge platform providing real-time data, with a maximum two-hour delay, on financial information from the MPTF Office accounting system on donor contributions, programme budgets and transfers to Participating UN Organizations. All narrative reports are published on the MPTF Office GATEWAY which provides easy access to nearly 8,000 relevant reports and documents, with tools and tables displaying financial and programme data. By providing easy access to the growing number of progress reports and related documents uploaded by users in the field, it facilitates knowledge sharing and management among UN Organizations. It is designed to provide transparent, accountable fund-management services to the UN system to enhance its coherence, effectiveness and efficiency. The MPTF Office GATEWAY has been recognized as a 'standard setter' by peers and partners.