



# In-depth Monitoring Report

Upazila Governance and Development Project (UGDP)  
(2<sup>nd</sup> Revised)



Implementation Monitoring and Evaluation Division (IMED)  
Ministry of Planning  
Government of the People's Republic of Bangladesh

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## Executive Summary

The Government of Bangladesh has been implementing the “Upazila Governance and Development Project (UGDP)” with financial support of the Government of Japan through JICA. The project aims to strengthen Upazila Parishad (UZP), which was revitalized in 2009 and is expected to play a critical role in rural development with good Local Governance. The main objective of the project is capacity building of Upazila Parishad to provide effective services to the people through training and transfer of funds for development activities of Upazila Parishad. The project titled “Upazila Governance and Development Project (UGDP)” was approved by ECNEC on 1<sup>st</sup> March 2016.

The project is being implemented by the Local Government Division with financial and technical support of JICA, a development aid agency. The project has been revised twice. According to the 2nd revision, the estimated budget of this project is 1271,16.00 lakh taka and the implementation period is from 1st December 2015 to 31st December 2024. Upazilas are basically assessed annually against preconditions that determine target Upazilas for acquiring PBA and ranking from the top to the last based on scores of their governance performances. Based on performance assessment, 104 upazilas have been covered in the first year of the project, 200 upazilas in the 2nd year, 300 upazilas in the 3rd year, 357 upazilas in the 4th year, and 475 upazilas in the 5th year of the project.

Implementation Monitoring and Evaluation Division (IMED), under the Ministry of Planning has given the responsibility of in-depth monitoring of the project to Panna Community Development Foundation (PCDF), through review and analysis of data regarding implementation and financing including budget allocation, fund release and expenditure information up to April 2023. In preparing this report, the consulting firm has given due emphasis on: the achievements against targets of the project, including problems faced during project implementation, focusing on the effectiveness and usefulness of the main activities being implemented, analyzing strengths, weaknesses, opportunities and threats (SWOT), and providing recommendations for future projects. Information has been obtained from primary and secondary sources utilizing both quantitative and qualitative data.

In order to make the in-depth monitoring study representative, data have been collected from beneficiaries living in 55 upazilas under 22 districts of 8 divisions. For quantitative data, a total of 1704 respondents (616 females, 1088 males) have been interviewed (at least 30 from each upazila), while for qualitative data, 55 FGDs, 148 Key Informant Interviews (KII), and 8 case studies have been conducted along with 54 infrastructure/facility observations constructed under the project. Out of the total respondents 61.56% opined about infrastructure sub-project and 38.44% about capacity development sub-project/training.

The total allocation for the project as per DPP is 1271,16.00 lakh taka but total expenditure till April 2023 is 847,67.06 lakh taka, which is 66.68% of the total DPP estimate. A total of 9,389 projects have been implemented under the capacity development sub-project and total expenditure is 1,52,75,757 Taka. A total of 11,69,652 persons (45.86% women) have been trained under these trainings. Under the infrastructure development sub-project total of 3,378 projects have been implemented at a cost of 42,24,61,861 Taka. The highest number of 1,543 projects have been implemented in education sector (45.68% of total projects), followed by health sector with 614 projects (18.18%), public health-266 (7.89%), agriculture-197 (7.88%), engineering-340. (10.06%), energy sector-147 (4.35%), and 234 (6.93%) sub-projects in multi-sector. Under the project basic training has been imparted to 9,365 officials and public representatives at the upazila level and field level officers of the project in 186 batches through NILG, BARD and RDA. Besides, to deal with the situation of Covid-19 epidemic, 357 upazilas under the 4th phase have been approved to allocate a minimum of 10 lakh taka to each upazila to provide medical supplies, area-specific ambulances for patient transport and purchase, installation and use of hand washing materials in schools. Out of this, 124 Upazila Health Centers have been provided with central oxygen supply to deal with the Covid-19 pandemic situation.

The DPP's procurement plan includes a total of 90 packages including 45 packages in the goods sector, 6 packages in the works sector, and 39 packages in the service sector. Under goods category, a procurement plan of Tk. 429.49 lakhs was made for 4 packages under OTM system, 2 packages by DPM method and 39 packages by RFQ method. According to the information received so far, Tk. 481.82 lakh has been spent for the purchase of 21 packages under goods category against the total estimated cost of Tk.511.79 lakh (93.91% of the estimated expenditure) . Under the works sector,

taka 96,599.00 lakh has been allocated under 6 packages against which 66,324.90 lakh taka has been spent through sub-projects in 475 upazilas (68.66% of estimated expenditure of taka 96,599.00 lakh). The total expenditure under service category is Tk. 5342.43 lakh (which is 85.79% of the estimated expenditure of Tk. 6227.18 lakh). Out of the 11 packages under service sector, one package (SD-26) has been divided into 4 lots in case for actual procurement. No deviation of actual purchase from procurement plan as described in DPP has been observed in terms of procurement procedure.

The SWOT analysis shows that the major strengths of the project are: performance assessment of Upazila Parishad activities every year, infrastructural development at the local level by providing additional performance-based allocation and increasing the quality and scope of services based on needs of the people, regular audit by FAPAD, and inclusion of specific exit plans in the DPP on sustainability of the project. The main weaknesses are: at the time of DPP formulation duration and cost estimates were not properly done, absence of year-wise quantitative indicators in the log-frame; non-disbursement of funds as per DPP estimates, inefficiency in selection of areas for infrastructure development at rural level. Notable opportunities of the project include: development of mutual accountability and greater coordination between upazila level elected representatives and government officials/institutions, training of upazila parishad/NBD members on administrative and financial management, increasing the effectiveness of the Upazila Parishad by meeting the needs of local people through infrastructure development projects, the opportunity to use UDFs as resource persons of the upazila parishads. Principal amongst the threats are: the crisis caused by global Covid-19 pandemic and other global political instability, lack of proper arrangement for infrastructure maintenance, and abnormal rise in prices of all types of commodities including construction materials.

Some of the observations and recommendations of the study are: Role of UDF is very important in project implementation. But incumbent UDF in each of the sample upazilas is serving at least 2 upazilas. Thus, one UDF cannot spend more than 2 to 3 working days per week in an upazila. It is quite challenging for one UDF to effectively serve in two upazilas. Project estimates are prepared using latest Rate Schedule (LGED). But the price of construction materials is not stable. Currently, the prices of construction materials have increased significantly as compared to the last schedule. Fluctuations in commodity prices are delaying implementation of project work and hence disrupting progress. Sub-projects are being properly implemented and monitored including reparation of accurate estimate, and contract documents, and selection of contractor. However, while analyzing the procurement packages, it has been found that several sub-project packages have violated Rule 16 (5B) of PPR-2008. Area selection under infrastructure sub-projects at the rural level has shown weakness in some cases, around two-fifths (42.24%) of the respondents who participated in the survey said that solar street lights have been installed in the residential areas mainly inhabited by upper- and middle-class families, while one-fourth of the respondents (28.57%) said this benefit has been given in areas inhabited mainly by poor people.

The present project is quite relevant in the context of Bangladesh. Upazila Governance and Development Projects are relatively new compared to other local government bodies in Bangladesh. However, the contribution of the project in building institutional capacity, assisting in capacity building of financial management, and ensuring transparency and accountability is significant. Although there are some limitations, the overall performance of the project is promising and far-reaching. Development of governance system in 475 upazila parishads has been made possible due to performance-based allocation (PBA) in selected upazilas.

There are some reasons for the success and positive results of Upazila Governance and Development Project. First, the obligation to follow rules and procedures, which are often neglected in this country. As the implementation strategy of the project is properly designed; the financial management, planning, implementation, documentation and monitoring system of the Upazila Parishad has improved considerably. Since the bill is paid only after the completion of any work under this project, therefore, no work can be left unfinished and there is no scope for duplicity.



## Abbreviation

ADP	Annual Development Program
BoQ	Bill of Quantities
CD	Capacity Development
CPTU	Central Procurement Technical Unit
DCI	Data Collection Instrument
DPA	Direct Project Aid
DPM	Direct Procurement Method
FAPAD	Foreign Aided Projects Audit Directorate
FGD	Focus Group Discussion
HEIS	Household Income and Expenditure Survey
HOPE	Head of Procuring Entity
JICA	Japan International Cooperation
LGIS	Local Government Institutions
MoLGRD&C	Ministry of Local Government, Rural Development and Co-operatives
MPI	Multi-Dimensional Poverty Index
NBD	Nation Building Department
OTM	Open Tendering Method
PCDF	Panna Community Development Foundation
PMU	Project Management Unit
PPS	Probability Proportional to Size
PSC	Project Steering Committee
RPA	Reimbursable Project Aid
SDG	Sustainable Development Goals
SPSS	Statistical Package for Social Sciences
SWOT	Strengths, Weaknesses, Opportunities, and Threats
ToR	Terms of Reference
UDF	Upazila Development Facilitator
UGDP	Upazila Governance and Development Project
UPP	Upazila Project Proposal

## Glossary

Arboriculture	Create gardens of shrubs and fruit trees for shade and decoration.
Cast in Situ	Building construction technology where building walls and slabs are cast into formwork at the construction site.
Compressive Strength	Ability to withstand compressive strength of construction materials.
Cylinder Test	The cylinder test is designed to assess locomotor asymmetry in rodent models of CNS disorders.
Load test	Load testing is done to determine whether the infrastructure under construction is capable of supporting the load on behalf of the existing or repaired structure.
MS/Mild Steel	Basically, an alloy of iron with a low carbon content making it malleable.
Plinth level	The floor level of a building just above the surrounding ground.
Rebound Hammer Test	The rebound hammer method is used to determine the compressive strength of concrete by establishing a suitable relationship between the rebound index and the compressive strength of concrete.
Super structure	Part of a building that is a structure built on the surface of the land. It includes columns, beams, floors, slabs, roofs including doors, windows, floors, roofs, lintels and parapets.
Test Pile Drive	Test drives of piles are carried out at one or more locations depending on the number of piles required.

# Chapter One

## Detailed Description of the Project

### 1.1 Background of the Project

Bangladesh has a five tiers local government system. Among the five tiers, three are for the rural areas and two are for the urban areas. Rural area local government system includes union Parishad, Upazila Parishad and Zila Parishad; while in urban area the two tiers are the City Corporation and the Municipality. In accordance with the provision of the Constitution of the People's Republic of Bangladesh, the Government is keen to decentralize its administrative system and socio-economic decision-making process through the Local Government Institutions (LGIS) for better service delivery to the people and good governance at local level. In the 7<sup>th</sup> Five Year Plan (2016/17-20/21) government has emphasized to strengthen all of the local government institutions and in line with that Upazila Governance and Development Project (UGDP) is being implemented at the Upazila level to ensure good governance and better service delivery by strengthening Upazila Parishad (UZP) through capacity development and fund disbursement. The project is being implemented by the Local Government Division with the financial support of the Government of Bangladesh and Japan International Cooperation Agency (JICA).

Rapid economic progress in Bangladesh is going on under the leadership of Hon'ble Prime Minister Sheikh Hasina and the poverty rate has also decreased. But a large portion of the rural people are still poor and poverty rate in rural areas is higher than in urban areas. It is very important for local government institutions to pay attention to these issues. Since the local government institutions under central management system were not able to properly fulfill the responsibilities assigned to them, this project was undertaken to strengthen the upazila parishads, which were re-launched in 2009. The main purpose of this project is to strengthen local government institutions, decentralize centralized management and increase the capacity of Upazila Parishads. One of the main purposes of UGDP is effective service delivery to the citizens by providing capacity development training and fund transfer for development activities.

In this context, the project titled “Upazila Governance and Development Project (UGDP)” was approved by ECNEC on 1<sup>st</sup> March 2016 to strengthen local government institutions, ensure good governance, and increase the capacity of Upazila Parishads. According to the 2<sup>nd</sup> revision the implantation period of the project is extended up to December 2024.

### 1.2 Project Description

1.2.1	<b>Project Title</b>	:	<b>“Upazila Governance and Development Project (UGDP) (2nd Revised)”</b>
1.2.2	<b>Sponsoring Ministry/Division</b>	:	<b>Ministry of Local Government, Rural Development and Cooperatives/ Local Government Division</b>
1.2.3	<b>Implementing Agency</b>	:	<b>Local Government Division</b>
1.2.4	<b>Project Location</b>	:	<b>All upazilas of 64 districts under 8 divisions of Bangladesh</b>

*Data Source: DPP, Page-1*

## 1.2.5 Project Period and Financing Status (Project Approval, Revision, Implementation Period, Expenditure and Time Extension/Reduction)

**Table 1.1**  
**Reduction/Increase In Project Implementation Period as per DPP/RDPP**

Type of DPP	Date of Commencement	Date of Completion	Difference	
			Month	%
Original	01 December 2015	30 June 2021	-	-
Revised (1 <sup>st</sup> )	01 December 2015	30 June 2022	12	18.18%
Revised (2 <sup>nd</sup> )	01 December 2015	31 December 2024	42	63.64%

Source: RDPP (2<sup>nd</sup> Revised), page: 2

**Table 1.2**  
**Project Approval, Revision, Expenditure Reduction/ Increase** (In lakh Taka)

Project revisions/ Subject	Approved Expenditure				Date of Approval	Difference (Phase wise) Expenditure amount (%)	Difference (compared to the original DPP) Expenditure amount (%)
	GoB	PA	Others	Total			
Original	10346.49	95619.35	--	105965.84	01.03.2016	--	--
Revised (1 <sup>st</sup> )	10346.49	95619.35	--	105965.84	25.02.2021	--	--
Revised (2 <sup>nd</sup> )	16086.03	111029.97	--	127116.00	19.07.2022	+21150.16 +(19.96%)	+21150.16 +(19.96%)

Source: RDPP (2<sup>nd</sup> Revised), page: 2

## 1.2.6 Objectives of the Project

The overall objective of UGDP is to enhance the capacity of Upazila Parishad in service delivery to the citizens and good governance by providing training programs and fund transfer for development activities.

### Specific objectives

- To provide Performance Based Allocation (PBA) to Upazila Parishad, toward responsive public service delivery and infrastructure development;
- To improve mutual accountability between LGIS and line departments (NBDs) both at Upazila and Union levels, and to facilitate synergy effects between them;
- To improve transparency of LGIs and NBDs to local communities through Union Development Coordination Committee (UDCC) and other good governance measures;
- To strengthen the capacity of public servants both in LGIS and NBDS and their collaboration mechanism; and
- To facilitate an appropriate decentralization process through series of governance and financial improvement activities.

## 1.2.7 Main Activities of the Project

- Training Expenditure, Workshop Cost: Total BDT. 2083.88 Lakh;
- Consultant 800 Manmonth: BDT. 7495.33 Lakh;
- Upazila Development Facilitator (Salary, Additional Responsibility Allowance) 200 persons: BDT. 10974.09 Lakh;
- Purchase of 200 motorcycles: BDT. 211.20 lakh;

- Capital (Sub-project 1931 units): BDT.94349.31 lakhs (Infrastructure development, renovation etc. in different sectors including education, medical, public health, agriculture, rural roads and drainage are being provided under the project).

### 1.3 Component and Item Wise Cost Breakdown

#### 1.3.1 Project Approval, Component and Item Wise Cost Breakdown

**Table 1.3**  
**Project Approval, Component and Item wise Cost Breakdown** (Taka in Lakh)

Eco Sub-Code	Item	Number/Qty.	GoB	Project Aid		Total Cost
				RPA	DPA	
<b>(a) Revenue Component</b>						
3111101	Pay of officers	360 MM	127.50	0.00	0.00	127.50
3211131	Pay of staff (Out sourcing)	1056 MM	182.49	0.00	0.00	182.49
3111300	Allowances	LS	137.27	0.00	0.00	137.27
3111302	Travel allowance, Deputy/additional Charge, transfer, accommodation, etc.	LS	0.00	183.73	0.00	183.73
3211129	PMU office rental, renovation & maintenance	120 Month	149.34	0.00	0.00	149.34
3821104	VAT	LS	3998.53	0.00	0.00	3998.53
3821125	IT	LS	2398.69	0.00	0.00	2398.69
3211120/ 321117	Telephone/Telegram/Internet Charge (PMU)	120 Month	26.91	0.00	0.00	26.91
3211120/ 321117	Internet/Mobile Charge (UDF, PD, DPD)	120 Month	0.00	123.91	0.00	123.91
3222104	Vehicle Registration Fee (PMU)	LS	3.91	0.00	0.00	3.91
3222104	Vehicle Registration Fee (UDF)	LS	5.25	29.75	0.00	35.00
3221104	Insurance for Vehicle (PMU)	LS	7.60	0.00	0.00	7.60
3211115	Water (PMU)	LS	0.51	0.00	0.00	0.51
3211113	Electricity (PMU)	LS	1.50	0.00	0.00	1.50
3243101	Petrol, Oil & Lubricants (PMU)	LS	34.88	3.18	0.00	38.06
3243101	Petrol, Oil & Lubricants (UDF)	LS	0.00	320.2	0.00	320.20
3255102	Printing & Binding	LS	43.17	0.00	0.00	43.17
3255104	Stationary, Supply, Books, Journals & Miscellaneous (PMU)	LS	49.90	0.00	0.00	49.90
3255104	Stationary, Supply, Books, Journals & Miscellaneous (UDF)	LS	15.00	400.00	0.00	415.00
3211125	Advertisement & Publicity (PMU)	LS	85.45	0.00	0.00	85.45
3211125	Advertisement & Publicity (Project)	LS	0.26	4.00	0.00	4.26
3231201	Training & workshop expenses	LS	11.75	2072.13	0.00	2083.88
3257101	Consultancy (International, National Staff & arrange overseas visit	800 MM	931.11	0.00	6564.22	7495.33
3257101	Upazila Development Facilitator Salary, Incentive, Addl. Charge	200 Person	188.09	10786.00	0.00	10974.09
3111332	Honorarium (Meeting)	LS	32.39	0.00	0.00	32.39
3257104	Baseline survey, (Beginning, Midterm & Ending)	3 Num.	7.50	110.24	0.00	117.74

**Table 1.3**  
**Project Approval, Component and Item wise Cost Breakdown** (Taka in Lakh)

Eco Sub-Code	Item	Number/Qty.	GoB	Project Aid		Total Cost
				RPA	DPA	
3257101	Engineering Support & Misc. National Short Term Consultancy	150 MM	16.47	250.24	0.00	266.71
3257104	Survey (Governance Performance Assessment)	2457 N.	13.63	337.44	0.00	351.07
3221101	External Audit	1436 N	7.50	128.96	0.00	136.46
3211111	Meeting expenses (PMU)	LS	54.30	0.00	0.00	54.30
3211111	Meeting expenses (Component 23)	LS	0.60	6.74	0.00	7.34
3258101	Repair & maintenance (Motor vehicle)	LS	22.00	0.00	0.00	22.00
32558102-105	Repair & maintenance. (Motor cycle, Comp, equip, machine)	LS	13.85	106.50	0.00	120.35
3258103	Other Expenses (RPA)	LS	0.00	172.18	0.00	172.18
3256103/3258140	Other Expenses	LS	39.77	0.00	0.00	39.77
<b>Sub-total (Revenue Component)</b>			<b>8607.12</b>	<b>15035.20</b>	<b>6564.22</b>	<b>30206.54</b>
<b>(b) Capital Component</b>						
4112101	Vehicles (1 Jeep & 1 Pick-up))	2 Num.	133.00	0.00	0.00	133.00
4112101	Vehicles (Motorcycle)	201 N	0.00	211.20	0.00	211.20
4112202	Computer (Desktop, Laptop) and Accessories (PMU)	14 Num.	9.90	0.00	0.00	9.90
4112202	Laptop Computer with Accessories (UDF)	200 N	0.80	83.50	0.00	84.30
4113301	Computer Software, Printer, Scanner (PMU)	11 N	6.61	0.00	0.00	6.61
4113301	Computer Software, Ms. office (UDF)	400 N	1.63	25.50	0.00	27.13
4113301	Computer Software, Security Software (UDF)	640 Num.	0.84	15.09	0.00	15.93
4112302	Digital Camera (PMU)	4	1.10	0.00	0.00	1.10
4112302	Digital Camera (UDF)	200 Num.	0.00	33.67	0.00	33.67
4112310	Office equipment (PMU)	LS	3.89	2.00	0.00	5.89
4112314	Furniture & Fixture (PMU)	LS	6.40	0.00	0.00	6.40
4112303	Air Conditioner and Electrical Equipment	LS	4.99	0.00	0.00	4.99
3256103	Others	LS	0.00	20.03	0.00	20.03
4111315	Capital Lump sum (Sub Project)	1931 Num.	7309.75	87039.56	0.00	94349.31
<b>Sub-total (Capital Component)</b>			<b>7478.91</b>	<b>87430.55</b>	<b>0.00</b>	<b>94909.46</b>
<b>(C) Physical Contingency</b>			<b>0.00</b>	<b>1000.00</b>	<b>0.00</b>	<b>1000.00</b>
<b>(d) Price Contingency</b>			<b>0.00</b>	<b>1000.00</b>	<b>0.00</b>	<b>1000.00</b>
<b>Grand Total (a+b+c+d)</b>			<b>160.86.03</b>	<b>104465.75</b>	<b>6554.22</b>	<b>127116.00</b>

Source: RDPP, (2nd Revised)



### 1.3.2 Financial Year Wise Cost Breakdown of the Project

**Table 1.4**  
**Financial Year wise Cost Breakdown** (Taka in Lakh)

Financial Year	Project Revision	Cost						Total
		GOB (FE)	Project Aid (PA)		DPA	Own Fund	Others	
			Through GOB	Special Account				
1	2	3	4	5	6	7	8	9
Year-1 2015-16	2 <sup>nd</sup> Revision	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	1 <sup>st</sup> Revision	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Original	521.67	0.00	785.72	685.65	0.00	0.00	1993.04
Year-2 2016-17	2 <sup>nd</sup> Revision	136.31	0.00	1147.70	0.00	0.00	0.00	1284.01
	1 <sup>st</sup> Revision	136.31	0.00	1147.70	0.00	0.00	0.00	1284.01
	Original	1093.05	0.00	6955.46	1053.28	0.00	0.00	9101.79
Year-3 2017-18	2 <sup>nd</sup> Revision	232.84	0.00	3605.76	0.00	0.00	0.00	3232.60
	1 <sup>st</sup> Revision	232.84	0.00	3605.76	0.00	0.00	0.00	3838.60
	Original	1585.65	0.00	12817.60	1026.78	0.00	0.00	15430.03
Year-4 2018-19	2 <sup>nd</sup> Revision	1135.15	0.00	6016.80	1155.68	0.00	0.00	8307.60
	1 <sup>st</sup> Revision	1135.15	0.00	6016.80	1155.68	0.00	0.00	8307.63
	Original	2017.80	0.00	18634.06	1066.32	0.00	0.00	21718.18
Year-5 2019-20	2 <sup>nd</sup> Revision	1270.17	0.00	8814.10	869.66	0.00	0.00	10953.93
	1 <sup>st</sup> Revision	1270.17	0.00	8814.10	869.66	0.00	0.00	10953.93
	Original	2459.58	0.00	24989.93	1107.59	0.00	0.00	28557.10
Year-6 2020-21	2 <sup>nd</sup> Revision	1076.86	0.00	11098.36	778.56	0.00	0.00	12953.78
	1 <sup>st</sup> Revision	2121.72	0.00	17969.47	900.00	0.00	0.00	20991.19
	Original	2668.74	0.00	25817.22	679.74	0.00	0.00	29165.70
Year-7 2021-22	2 <sup>nd</sup> Revision	3340.14	0.00	20800.00	1100.00	0.00	0.00	25240.14
	1 <sup>st</sup> Revision	5450.30	0.00	52446.16	2694.02	0.00	0.00	60590.48
	Original	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Year-8 2022-23	2 <sup>nd</sup> Revision	3600.99	0.00	27841.82	1050.00	0.00	0.00	32492.81
	1 <sup>st</sup> Revision	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Original	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Year-9 2023-24	2 <sup>nd</sup> Revision	3581.54	0.00	24188.30	1108.72	0.00	0.00	28878.56
	1 <sup>st</sup> Revision	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Original	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Year-10 (July- December 2024)	2 <sup>nd</sup> Revision	1712.03	0.00	952.91	501.6	0.00	0.00	3166.54
	1 <sup>st</sup> Revision	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Original	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	2 <sup>nd</sup> Revision	<b>16086.03</b>	0.00	<b>104465.75</b>	<b>6564.22</b>	<b>0.00</b>	<b>0.00</b>	<b>127116.00</b>
	1 <sup>st</sup> Revision	<b>10346.49</b>	0.00	<b>89999.99</b>	<b>5619.36</b>	<b>0.00</b>	<b>0.00</b>	<b>105965.84</b>
	Original	<b>10346.49</b>	0.00	<b>89999.99</b>	<b>5619.36</b>	<b>0.00</b>	<b>0.00</b>	<b>105965.84</b>

Source: RDPP (2nd Revised), page-3

### 1.3.3 Overall Activities and Year Wise Action Plan of the Project

**Table1.5**  
**Year wise Financial and Physical Target Plan<sup>1</sup>**

Code	Sub-code Wise Component description	Total physical & Financial target					Year-1(15-16)			Year-2(16-17)			Year-2(17-18)			
		Unit	Unit Cost	Qty.	Total Cost	weight	Financial Amount (Taka. In lakh)	Physical		Financial Amount (Taka. In lakh)	Physical		Financial Amount (Taka. In lakh)	Physical		
								% of item	% of Project		% of item	% of Project		% of item	% of Project	
1	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
<b>(a) Revenue Component</b>																
3111101	Pay of officers	MM	0.36	360	129.28	0.00	0.00	0.00	0.00	4.80	3.713	0.004	13.30		0.010	
3211131	Pay of staff(Out sourcing)	MM	0.17	1056	182.50	0.00	0.00	0.00	0.00	0	0.000	0.000	14.56	7.978	0.011	
3111300	Allowances	LS	LS	LS	137.22	0.00	0.00	0.00	0.00	13.61	9.918	0.011	13.99	10.195	0.011	
3111302	Travel allowance, Deputy/ addi Charge, transfer, accom, etc.	MM	LS	LS	177.80	0.00	0.00	0.00	0.00	0.00	0.000	0.000	2.58	1.451	0.002	
3211129	PMU office rental, renovation & maintenance	Month	1.34	120	152.59	0.00	0.00	0.00	0.00	9.94	6.514	0.008	40.83	26.758	0.032	
3821104	VAT	LS	LS	LS	4489.87	0.04	0.00	0.00	0.00	0.00	0.000	0.000	11.85	0.264	0.009	
3821125	IT	LS	LS	LS	1907.39	0.02	0.00	0.00	0.00	0.99	0.052	0.001	50.70	2.658	0.040	
3211120/ 3211117	Telephone/Telegram/Internet Charge (PMU)	Month	0.24	120	26.91	0.00	0.00	0.00	0.00	1.25	4.645	0.001	2.17	8.064	0.002	
3211120/ 3211117	Internet/Mobile Charge (UDF, PD, DPD)	Month	1.03	120	123.91	0.00	0.00	0.00	0.00	0.00	0.000	0.000	0.00	0.000	0.000	
3222104	Vehicle Registration Fee (PMU)	LS	LS	LS	3.91	0.00	0.00	0.00	0.00	0.00	0.000	0.000	2.11	53.964	0.002	
3222104	Vehicle Registration Fee (UDF)	LS	LS	LS	29.75	0.00	0.00	0.00	0.00	0.00	0.000	0.000	0.00	0.000	0.000	
3221104	Insurance for Vehicle (PMU)	LS	LS	LS	7.60	0.00	0.00	0.00	0.00	2.16	28.421	0.002	1.94	25.564	0.002	
3211115	Water (PMU)	LS	LS	LS	0.51	0.00	0.00	0.00	0.00	0.04	7.843	0.000	0.17	33.333	0.000	
3211113	Electricity (PMU)	LS	LS	LS	1.50	0.00	0.00	0.00	0.00	0.00	0.000	0.000	0.00	0.000	0.000	
3243101	Petrol, Oil & Lubricants (PMU)	LS	LS	LS	38.06	0.00	0.00	0.00	0.00	0.00	0.000	0.000	2.79	7.331	0.002	
3243101	Petrol, Oil & Lubricants (UDF)	LS	LS	LS	320.20	0.00	0.00	0.00	0.00	0.00	0.000	0.000	0.00	0.000	0.000	
3255102	Printing & Binding	LS	LS	LS	43.17	0.00	0.00	0.00	0.00	0.44	1.019	0.000	4.74	10.980	0.004	
3255104	Stationary, Supply, Books, Journals & Miscellaneous (PMU)	LS	LS	LS	79.90	0.00	0.00	0.00	0.00	7.73	9.299	0.006	3.80	4.756	0.003	
3255104	Stationary, Supply, Books, Journals & Miscellaneous (UDF)	LS	LS	LS	415.00	0.00	0.00	0.00	0.00	0.00	0.000	0.000	0.00	0.000	0.000	
3211125	Advertisement & Publicity (PMU)	LS	LS	LS	86.15	0.00	0.00	0.00	0.00	4.06	4.713	0.003	2.87	3.331	0.002	

**Table1.5**  
**Year wise Financial and Physical Target Plan<sup>1</sup>**

Code	Sub-code Wise Component description	Total physical & Financial target					Year-1(15-16)			Year-2(16-17)			Year-2(17-18)		
		Unit	Unit Cost	Qty.	Total Cost	weight	Financial Amount (Taka. In lakh)	Physical		Financial Amount (Taka. In lakh)	Physical		Financial Amount (Taka. In lakh)	Physical	
								% of item	% of Project		% of item	% of Project		% of item	% of Project
1	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
3211125	Advertisement & Publicity (Project)	LS	LS	LS	4.26	0.00	0.00	0.00	0.00	0.00	0.000	0.000	0.000	0.000	0.000
3231201	Training & workshop expenses	LS	LS	LS	2083.88	0.02	0.00	0.00	0.00	36.49	1.751	0.029	136.25	6.538	0.107
3257101	Consultancy (International, National Staff & arrange overseas visit	MM	9.37	800	7495.33	0.06	0.00	0.00	0.00	0.00	0.000	0.000	0.00	0.000	0.000
3257101	Upazila Development Facilitator Salary, Incentive, Addl. Charge	Person	LS	200	10974.09	0.09	0.00	0.00	0.00	99.55	0.907	0.078	851.96	7.763	0.670
3111332	Honorarium (Meeting)	LS	LS	LS	32.39	0.00	0.00	0.00	0.00	0.00	0.000	0.000	2.36	7.286	0.002
3257104	Baseline survey, (Beginning, Midterm & Ending)	No.	39.25	3	117.74	0.00	0.00	0.00	0.00	0.00	0.000	0.000	28.75	24.418	0.023
3257101	Engineering Support & Misc. National Short Term Consultancy	MM	1.94	150	266.71	0.00	0.00	0.00	0.00	0.00	0.000	0.000	6.30	2.362	0.005
3257104	Survey (Governance Performance Assessment)	No.	0.14	2457	351.07	0.00	0.00	0.00	0.00	0.00	0.000	0.000	71.70	20.423	0.056
3221101	External Audit	No.	0.16	1436	136.46	0.00	0.00	0.00	0.00	0.00	0.000	0.000	0.00	0.000	0.000
3211111	Meeting expenses (PMU)	LS	LS	LS	56.61	0.00	0.00	0.00	0.00	3.16	5.582	0.002	4.84	8.550	0.004
3211111	Meeting expenses (Component 23)	LS	LS	LS	7.34	0.00	0.00	0.00	0.00	0.00	0.000	0.000	0.00	0.000	0.000
3258101	Repair & maint (Motor vehicle)	LS	LS	LS	22.44	0.00	0.00	0.00	0.00	0.00	0.000	0.000	0.00	0.000	0.000
32558102	Repair & maint. (Motor cycle, -105 Comp, equip, machine)	LS	LS	LS	120.35	0.00	0.00	0.00	0.00	0.00	0.000	0.000	0.00	0.000	0.000
3258103	Other Expenses (RPA)	LS	LS	LS	178.10	0.00	0.00	0.00	0.00	1.66	0.932	0.001	28.36	15.924	0.022
3256103/ 3258140	Other Expenses	LS	LS	LS	36.73	0.00	0.00	0.00	0.00	0.00	0.000	0.000	0.00	0.000	0.000
<b>Sub-total (Revenue Component)</b>					<b>30236.72</b>	<b>0.24</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>185.00</b>	<b>85.310</b>	<b>20.292</b>	<b>1298.92</b>	<b>4.296</b>	<b>1.022</b>
<b>(b) Capital Component</b>															
4112101	Vehicles (1 Jeep & 1 Pick-up))	No.	66.50	2	132.56	0.00	0.00	0.00	0.00	69.50	52.429	0.055	54.72	41.279	0.043
4112101	Vehicles (Motorcycle)	No.	1.05	201	211.20	0.00	0.00	0.00	0.00	0.00	0.000	0.000	194.85	92.259	0.153
4112202	Computer (Desktop, Laptop) and Accessories (PMU)	No.	0.57	24	9.89	0.00	0.00	0.00	0.00	3.49	44.388	0.003	0.00	0.000	0.000
4112202	Laptop Computer with Accessories (UDF)	No.	0.42	400	84.30	0.00	0.00	0.00	0.00	0.00	0.000	0.000	74.37	88.221	0.059

**Table1.5**  
**Year wise Financial and Physical Target Plan<sup>1</sup>**

Code	Sub-code Wise Component description	Total physical & Financial target					Year-1(15-16)			Year-2(16-17)			Year-2(17-18)		
		Unit	Unit Cost	Qty.	Total Cost	weight	Financial Amount (Taka. In lakh)	Physical		Financial Amount (Taka. In lakh)	Physical		Financial Amount (Taka. In lakh)	Physical	
								% of item	% of Project		% of item	% of Project		% of item	% of Project
1	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
4113301	Computer Software, Printer, Scanner (PMU)	No.	0.53	11	6.61	0.00	0.00	0.00	0.00	1.99	30.106	0.002	1.26	19.062	0.001
4113301	Computer Software, Ms office (UDF)	No.	0.10	400	27.13	0.00	0.00	0.00	0.00	0.00	0.000	0.000	0.00	0.000	0.000
4113301	Computer Software, Security Software (UDF)	No.	0.025	640	15.93	0.00	0.00	0.00	0.00	0.00	0.000	0.000	1.40	8.788	0.001
4112302	Digital Camera (PMU)	No.	0.28	4	1.10	0.00	0.00	0.00	0.00	1.10	100.00	0.001	0.00	0.000	0.000
4112302	Digital Camera (UDF)	No.	0.17	200	33.67	0.00	0.00	0.00	0.00	0.00	0.000	0.000	0.00	0.000	0.000
4112310	Office equipment (PMU)	LS	LS	1	5.89	0.00	0.00	0.00	0.00	3.89	66.044	0.003	0.00	0.000	0.000
4112314	Furniture & Fixture (PMU)	LS	LS	LS	6.40	0.00	0.00	0.00	0.00	2.56	40.000	0.002	3.84	60.000	0.003
4112303	Air Conditioner and Electrical Equipment	No.	1.05	LS	5.00	0.00	0.00	0.00	0.00	5.00	100.00	0.004	0.00	0.000	0.000
3256103	Others	LS	LS	LS	20.03	0.00	0.00	0.00	0.00	0.00	0.000	0.000	0.00	0.000	0.000
4111315	Capital Lump sum (Sub Project)	No.	48.84	1931	94319.57	0.74	0.00	0.00	0.00	1010.00	1.071	0.795	2209.24	2.342	1.738
<b>Sub-total (Capital Component)</b>					<b>94879.28</b>	<b>0.75</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1098.43</b>	<b>1.158</b>	<b>0.864</b>	<b>2539.68</b>	<b>2.677</b>	<b>1.998</b>
	<b>(C)Physical Contingency</b>				<b>1000.00</b>	<b>0.01</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
	<b>(d) Price Contingency</b>				<b>1000.00</b>	<b>0.01</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
	<b>Grand Total (a+b+c+d)</b>				<b>127116.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1287.01</b>	<b>1.010</b>	<b>1.010</b>	<b>3838.60</b>	<b>3.020</b>	<b>3.020</b>

## 1.4 Overall Procurement Plan

**Table 1.6**  
**Overall Procurement Plan: Goods<sup>2</sup>**

Package No.	Description of Procurement Package as per DPP: GOODS	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	Estimated Cost	Indicative Dates			Opinion
								Invitation for tender	Signing of Contract	Completion of Contract	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
GD-01	Motor Cycle (UDF)	No.	200	OTM	PD	JICA	21.00	19.07.17	24.08.17	21.09.17	
GD-02	Laptop Computer and Accessories	No.	200	OTM	PD	JICA	80.00	12.07.17	10.08.17	24.08.17	
GD-03	Digital Camera (UDF)	No.	200	OTM	PD	JICA	34.00	10.08.17	11.09.17	08.10.17	
GD-04	Vehicle (Jeep)	No.	1	DPM	PD	GoB	76.00	12.02.17	14.04.17	15.06.17	
GD-05	Dekstop Computer	No.	11	RFQ	PD	GoB	4.40	20.03.17	20.04.17	30.04.17	
GD-06	Software (Tally, Office, Security) for PMU	No.	11	RFQ	PD	GoB	3.95	As per proc.	As per proc.	As per proc.	
GD-07	Digital Camera (PMU)	No.	4	RFQ	PD	GoB	1.12	15.01.17	30.01.17	10.02.17	
GD-08	Equipment-Photocopier	No.	1	RFQ	PD	GoB	3.90	20.11.16	25.01.17	15.02.17	
GD-09	Furniture (Desk, side table, Chair for PMU)	Set	2	RFQ	PD	GoB	3.70	20.11.16	25.01.17	15.02.17	
GD-10	Air Conditioner (PMU)	No.	5	RFQ	PD	GoB	5.00	17.03.17	20.03.17	10.04.17	
GD-11	IPS(PMU)	No.	2	RFQ	PD	GoB	2.00	15.06.17	20.7.17	30.07.17	
GD-12	Vehicle (PMU)	No.	1	RFQ	PD	GoB	57.00	12.02.17	14.04.17	20.08.17	
GD-13	Laser Printer (PMU) & Scanner	No.	8 & 8	RFQ	PD	GoB	2.53	12.02.17	14.04.17	20.08.17	
GD-14	Diary-2018	No.	1500	RFQ	PD	GoB	4.00	01.08.17	31.10.17	30.11.17	
GD-15	Laptop (PMU)	No.	2	RFQ	PD	GoB	2.00	10.03.21	15.04.21	10.05.21	
GD-16	LED Monitor (PMU)	No.	1	RFQ	PD	GoB	1.54	10.03.21	15.04.21	05.5.21	
GD-17	Motor Cycle for Project office	No.	1	RFQ	PD	JICA	1.35	05.02.21	06.03..21	21.03.21	
GD-18	Mobile Internet Modem for UDF	No.	200	RFQ	PD	JICA	1.75	24.09.17	23.10.21	15.11.17	
GD-19	Diary-2019	No.	1700	RFQ	PD	GoB	5.00	10.08.18	31.10.18	30.11.18	
GD-20	Computer Security Software for UDF	No.	200	RFQ	PD	JICA	1.75	22.04.18	21.05.18	05.06.18	
GD-21	Computer Security Software for UDF	No.	200	RFQ	PD	JICA	1.75	18.03.19	20.04.19	17.06.19	
GD-22	Computer Security Software for UDF	No.	200	RFQ	PD	JICA	1.75	13.03.20	12.03.20	30.03.20	
GD-23	Diary-2020	No.	1700	RFQ	PD	GoB	5.00	01.08.19	31.10.19	30.11.19	
GD-24	Computer Security Software for UDF	No.	200	RFQ	PD	JICA	1.75	24.04.21	25.04.21	05.05.21	
GD-25	Computer Security Software for UDF	No.	200	RFQ	PD	JICA	1.75	15.10.22	22.11.22	30.11.22	
GD-26	Diary-2021	No.	2000	RFQ	PD	GoB	5.00	01.08.20	31.10.20	30.11.20	
GD-27	Computer Software (Microsoft Office), UDF	No.	200	RFQ	PD	JICA	20.00	10.03.21	05.05.21	15.06.21	
GD-28	Mobile Internet Modem	No.	200	RFQ	PD	JICA	4.00	24.04.21	24.04.21	05.05.21	
GD-29	Almirah (3) & Shelf (18)	No.	3 & 18	RFQ	PD	GoB	5.00	14.04.21	15.04.21	30.04.21	
GD-30	Fridge	No.	1	RFQ	PD	GoB	0.3	24.04.21	25.04.21	05.05.21	

<sup>2</sup>DPP, page: 31-32

**Table 1.6**  
**Overall Procurement Plan: Goods<sup>2</sup>**

Package No.	Description of Procurement Package as per DPP: GOODS	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	Estimated Cost	Indicative Dates			Opinion
								Invitation for tender	Signing of Contract	Completion of Contract	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
GD-31	Books, Journals Newspaper, Computer, Printer and Photocopier Accessories (Toner, Cartidge, Security Software etc. PMU)	No.	LS	RFQ	PD	GoB	3.00	24.09.17	23.10.17	15.11.17	
GD-32	Books, Journals Newspaper, Computer, Printer and Photocopier Accessories (Toner, Cartidge, Security Software etc. PMU)	No.	LS	RFQ	PD	GoB	3.00	18.03.19	20.04.19	17.06.19	
GD-33	Books, Journals Newspaper, Computer, Printer and Photocopier Accessories (Toner, Cartidge, Security Software etc. PMU)	No.	LS	RFQ	PD	GoB	3.00	13.03.20	12.03.20	30.03.20	
GD-34	Books, Journals Newspaper, Computer, Printer and Photocopier Accessories (Toner, Cartidge, Security Software etc. PMU)	No.	LS	RFQ	PD	GoB	5.00	24.04.21	25.04.21	05.05.21	
GD-35	Diary-2022	No.	1700	RFQ	PD	GoB	5.00	01.08.21	31.10.21	30.11.21	
GD-36	Books, Journals Newspaper, Computer, Printer and Photocopier Accessories (Toner, Cartidge, Security Software etc. PMU)	No.	LS	RFQ	PD	GoB	5.00	14.01.22	25.02.22	15.03.22	
GD-37	Desk for Staff & Chair for officers (2&3)	No.	2 & 3	RFQ	PD	GoB	2.20	01.08.22	15.09.22	30.11.22	
GD-38	Diary-2023	No.	2000	RFQ	PD	GoB	5.00	01.08.22	31.10.22	30.11.22	
GD-39	Printing of success story (22-23)	No.	1800	RFQ	PD	JICA	5.00	01.12.22	31.12.22	15.02.23	
GD-40	Preparation/publishing pf video documentary (22-23)	No.	1	RFQ	PD	JICA	10.00	01.08.22	15.09.22	15.01.23	
GD-41	Diary-2024	No.	2000	RFQ	PD	GoB	5.00	01.08.23	31.10.23	30.11.23	
GD-42	Printing of success story (23-24)	No.	1800	RFQ	PD	JICA	5.00	01.12.23	31.12.23	15.02.23	
GD-43	Preparation/publishing pf video documentary (23-24)	No.	1	RFQ	PD	JICA	10.00	01.08.23	15.09.23	15.01.24	
GD-44	Printing of progress report	No.	1800	RFQ	PD	JICA	5.00	01.12.23	31.12.23	15.02.24	
<b>Total value of GOODS</b>							<b>429.49</b>				



**Table 1.7**  
**Overall Procurement Plan: Works<sup>3</sup>**

Package No.	Description of Procurement Package as per DPP SERVICES	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	Estimated Cost (Taka in lakh )	Indicative Dates			Opinion
								Invitation for tender	Signing of Contract	Completion of Contract	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
WD1	Improving Service Delivery-I (Sub-projects)	Upazila	104	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	4,524.00	01.06.2017	01.01.2018	15.06.2019	
WD2	Improving Service Delivery-II (Sub-projects)	Upazila	200	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	10,200.00	01.09.2018	01.01.2019	15.06.2020	
WD3	Improving Service Delivery-III (Sub-projects)	Upazila	300	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	15,000.00	10.09.2019	10.01.2020	15.03.2021	
WD4	Improving Service Delivery-IV (Sub-projects)	Upazila	357	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	20,000.00	15.09.2020	15.01.2021	15.06.2021	
WD5	Improving Service Delivery-V (Sub-projects)	Upazila	475	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	24,600.00	15.09.2021	15.01.2022	15.06.2022	
WD6	Improving Service Delivery-V (Sub-projects)	Upazila	495	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	22,275.00	15.09.2022	15.01.2023	15.06.2023	
<b>Total Value of Works</b>							<b>96,599.00</b>				

<sup>3</sup>DPP, page: 33

**Table 1.8**  
**Overall Procurement Plan: Services<sup>4</sup>**

Package No.	Description of Procurement Package as per DPP/TPP	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds*	Estimated Cost (Taka in lakh )	Indicative Dates				Opinion
								Invitation for EOI	Issue of RFP	Signing of Contract	Completion of Contract	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
SD-1	Consultancy (International, National Staff & arrange of overseas value)	MM	503	QBS (ICB)	HOPE	JICA	5619.36	12.01.17	02.03.17	01.06.17	31.12.24	
SD-2	Training, workshop	Batch	6	DPM (BARD, RDA, NILG, ESCB)	PD	JICA	36.49	03.07.16	-	05.10.16	30.06.17	
SD-3	Baseline survey of Upazila	No.	1	QCBS	PD	JICA	28.80	08.03.17	23.05.17	31.07.17	30.11.17	
SD-4	Training, workshop	Batch	23	DPM (BARD, RDA, NILG, ESCB)	PD	JICA	136.25	13.07.17	-	15.10.17	30.06.18	
SD-5	Governance Performance Assessment 2 <sup>nd</sup>	No.	1	QCBS	PD	JICA	96.72	08.03.17	23.05.17	03.08.17	15.01.18	
SD-6	Staff Hiring (out sourcing)	No.	8 Staff	OTM	PD	GoB		26.07.17	27.08.17	30.10.17	30.06.17	
SD-7	Training, workshop	Batch	28	DPM (BARD, RDA, NILG, ESCB)	PD	JICA	167.47	15.07.18	-	23.10.18	30.06.19	
SD-8	Individual Consultant for Infrastructure Engineering Support	MM	4	Simple Time Based	PD	JICA	6.30	26.07.17	-	31.08.17	30.06.18	
SD-9	Individual Consultant for UGDP Website Development	No.	1	RFQ	PD	JICA	4.50	26.07.17	25.09.17	15.11.17	15.03.18	
SD-10	Training, workshop	Batch	142	DPM (BARD, RDA, NILG, ESCB)	PD	JICA	838.61	14.07.19	-	15.09.19	30.06.19	
SD-11	Mid Term Assessment	MM	4	QCBS	PD	JICA	96.72	24.02.19	12.03.19	02.06.19	20.11.19	
SD-12	External Audit of 2016-17 & 2017-18	MM	3	QCBS	PD	JICA	28.80	30.08.18	16.09.18	31.01.19	17.04.19	
SD-13	Governance Performance Assessment 3 <sup>rd</sup>	MM	5	QCBS	PD	JICA	96.72	08.03.18	23.05.18	23.07.18	23.12.18	
SD-14	Individual Consultant for Infrastructure Engineering Support- Short Term Consult	MM	19	SIC	PD	JICA	29.35	Extension		30.06.18	30.06.19	
SD-15	4 <sup>th</sup> Governance Performance Assessment 2019	MM	5	QCBS	PD	JICA	96.72	26.10.19	26.02.19	20.06.19	06.11.19	
SD-16	External Audit of 2018-19	MM	4	QCBS	PD	JICA	28.80	26.03.19	16.06.19	31.08.19	31.12.19	
SD-17	Training, workshop	Batch	94	DPM (BARD, RDA, NILG, ESCB)	PD	JICA	552.00	20.05.20	-	15.09.20	30.06.21	

<sup>4</sup>DPP, page: 34-35

**Table 1.8**  
**Overall Procurement Plan: Services<sup>4</sup>**

Package No.	Description of Procurement Package as per DPP/TPP	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds*	Estimated Cost (Taka in lakh )	Indicative Dates				Opinion
								Invitation for EOI	Issue of RFP	Signing of Contract	Completion of Contract	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
SD-18	5 <sup>th</sup> Governance Performance Assessment 2019	MM	5	QCBS	PD	JICA	99.72	26.01.20	26.02.20	31.05.20	30.11.21	
SD-19	Training, workshop		41	DPM (BARD, RDA, NILG, ESCB)	PD	JICA	315.00	28.07.21	-	15.10.21	30.06.22	
SD-20	Progress sharing workshop for UDFs		1	DMP	PD	JICA	10.00	-	-	-	20.04.21	
SD-21	Individual Consultant for Infrastructure Engineering Support, Short Term Consult		12	SIC	PD	JICA	20.70	Extension		15.06.21	30.06.20	
SD-22	External Audit of 2019-20		2	QCBS	PD	JICA	70.00	03.09.21	05.11.20	15.12.20	02.04.21 02.11.21	
SD-23	External Audit of 2021-22 & 2022-23		2	QCBS	PD	JICA	120.00	03.09.21	05.11.21	15.12.21	02.04.22 31.08.22	
SD-24	Individual Consultant for Infrastructure Engineering Support, Short Term Consult		25	SIC	PD	JICA	52.30	Extension		15.06.20	30.06.21	
SD-25	Progress sharing workshop for UDFs		1	DMP	PD	JICA	20.00	-		20.04.22		
SD-26	Individual Consultant for Infrastructure Engineering Support, Short Term Consult		25	SIC	PD	JICA	52.30	30.06.22				
SD-27	End line Assessment (Final Evaluation)		25	QCBS	PD	JICA	49.30	15.02.22		15.06.22		
SD-28	Translation of success story (22-23)		1	QCBS	PD	JICA	2.00	15.02.23		15.04.23		
SD-29	Translation Progress report (22-23)		1	SIC	PD	JICA	2.00	15.12.23		15.02.23		
SD-30	Translation of Case study (22-23)		1	SIC	PD	JICA	2.00	15.03.23		15.05.23		
SD-31	Translation of success story (23-24)		1	SIC	PD	JICA	2.00	15.02.24		15.04.23		
SD-32	Translation Progress report (23-24)		1	SIC	PD	JICA	2.00	15.01.24		15.03.24		
SD-33	Translation of Case study (23-24)		1	SIC	PD	JICA	2.00	15.03.24		15.05.24		
SD-34	Translation of operational manual		1	SIC	PD	JICA	2.00	15.07.22		14.12.22		
SD-35	6 <sup>th</sup> Governance Performance Assessment		2	SIC	PD	JICA	90.00	31.05.23		30.11.23		
SD-36	External Audit 2023-24		2	SIC	PD	JICA	50.00	15.12.23		02.04.24		
SD-37	Engineering Support		37	SIC	PD	JICA	70.00	31.12.24				
SD-38	PCR Preparation		1	SIC	PD	JICA	3.00	15.06.23		30.11.24		
SD-39	End line Survey		5	QCBS	PD	JICA	60.00	01.12.23		31.05.24		
<b>Total Value Of SERVICES</b>							<b>3042.31</b>					

## 1.5 Project Log frame (Output, Outcome)

Logical framework

- i. Planned Date of the Project completion : December 31, 2024;
- ii. Date of the Summary Preparation : March 10, 2022;
- iii. Date of revision : 30, June 2022.

The logical frame described in the RDPP is as follows:

(Narrative Summary)	(Objectively Verifiable Indicators)	(Means of Verification)	(Important Assumptions)
<b>Project Goal</b>			
To contribute to reinforcing the local government structure of Bangladesh;	<ul style="list-style-type: none"> <li>- Enhanced role of Upazilas under GOB governance system;</li> <li>- Upzila resource base expansion and improvement;</li> <li>- Improvement of Upzila governance and transparency;</li> <li>- Number of cases and audit objections against Upazila Parishad is reduced.</li> </ul>	<ul style="list-style-type: none"> <li>- LGD Policy Reform and Action Matrix</li> <li>- Evaluation report;</li> <li>- Upazila performance assessment;</li> <li>- Audit report;</li> <li>- GOB regulation and circular</li> <li>- Allocation in ADP;</li> <li>LGD Annual Report. (Upazila Parishad part)</li> </ul>	<ul style="list-style-type: none"> <li>- No reversal of GOB decentralization policies</li> </ul>
<b>Project Purpose</b>			
To enhance the capacity of Upazila Parishad to deliver effective public services to citizens.	<ul style="list-style-type: none"> <li>- Basic management/ governance of Upazila Parishad to be improved;</li> <li>- Change in Upazila Performance</li> <li>- Assessment results;</li> <li>- Image of Upazila Parishad to be improved;</li> <li>- % of Upazila Parishad and NBD Members with improved knowledge on governance;</li> <li>- % of Upazila Parishad and NBD members with Positive attitude on governance.</li> </ul>	<ul style="list-style-type: none"> <li>- Performance Index (5 years change)</li> <li>- Baseline Survey, Mid-Term Assessment and End Line Survey;</li> <li>- Audit report;</li> </ul>	<ul style="list-style-type: none"> <li>- Upazila revenue base (ADP) increases at a sustained rate;</li> <li>- People's enhanced engagement of in Upazila affairs;</li> <li>- Interference in local government affairs minimized;</li> <li>- Upazila Parishad (Union Parishad, Pourashava) elections are implemented fairly.</li> </ul>

(Narrative Summary)	(Objectively Verifiable Indicators)	(Means of Verification)	(Important Assumptions)
<b>Outputs</b>			
<p>Component 1. Upazila Development for improving Service Delivery (Rural infrastructure development by provision of financial transfer)</p> <p>“Service delivery of Upazila Parishad improved through development activities by provision of financial transfer”</p>	<p>-Quantitative indicators for INFSP and CDSP;            -# of INFSP completed (sector-cum-type wise);            -Amount (BDT) expended for INFSP (sector-cum-type wise)            -# of beneficiaries by INFSP (sector-cum-type wise)            -# of CDSP completed (sector-cum-type wise)            -Amount (BDT) expended for CDSP (sector-cum-type wise)            -# of participants trained through CDSP (sector-cum-type wise)</p>	<p>- Baseline Survey, Mid-term Assessment and End-line Survey            - Sub-project proposals            - Support completion report            - Audit report            - Monthly/quarterly progress report            - Field visit report            - INFRA and CD sub-project database</p>	<p>- Appropriate operation and maintenance are performed            - No major disaster strikes            - Community people are supportive</p>
<p>Component 2. Capacity Development and Governance Improvement</p> <p>Sub-component 2.1 Capacity Development (through a series training program for UZP stakeholders, UDFs, etc.)  <i>“UZP stakeholders’ understanding and capacity for UZPs’ administration enhanced”</i></p> <p>Sub-component 2.2 Upazila Governance Improvement Action Program (through deployment of UDFs and implementation of annual performance assessment)  <i>“UZP’s basic administrative capacity enhanced”</i></p> <p>Sub-component 2.3 Upazila Parishad Sector Reform Actions (through implementation of</p>	<p>- Number of trainings implemented (type wise) -            Number of participants trained (category wise)            - Satisfaction of participants in trainings            -Upazila performance index (5-years change) - Number of Upazila Amount of Upazila Development Facilitators (UDFs) dispatched (person-months)            - Number and status of improved items on Upazila Parishad Sector Reform Action Matrix            -Development of Manual, guideline, and statutory documents</p>	<p>- Baseline Survey, Mid- term Assessment and End-line Survey            -Training reports            -Periodical progress report            -Audit Report            - Performance Assessment Report including performance index (for 5 years)            -Monthly/quarterly progress report            - Upazila Parishad Sector Reform Action Plan Matrix - Development Manual, guideline and statutory document</p>	<p>-Upazila and related stakeholders cooperate Project            LGD continues efforts to establish reporting system of LGIS</p>

(Narrative Summary)	(Objectively Verifiable Indicators)	(Means of Verification)	(Important Assumptions)
<p>actions listed in Upazila Parishad Sector Reform Action Matrix)</p> <p><i>"Institutional setting for Upazila Parishad is improved"</i></p> <p>Component 3: Project Management Support</p> <ul style="list-style-type: none"> <li>- Baseline, Mid-term, Endline surveys</li> <li>- Annual Performance Assessment</li> <li>- Audit</li> </ul>			
<b>Input</b>			
1. Fund	Total amount of disbursed fund to Upazila (BDT)	-Project Status Report (PSR) -Project Completion Report (PCR)	-No. of problems identified in a series of auditing
2. Upazila Development Facilitators	Number of UDFS engaged (Person-month)	-Project Status Report (PSR) -Project Completion Report (PCR)	-Appropriate human resources are available for UDFS.
3. Capacity development program	Number of trainees engaged (person-day)	-Project Status Report (PSR) -Project Completion Report (PCR)	-Trainees remain the position in LGIs
4. Auditing Service	Number of auditors engaged (person-month)	-Project Status Report (PSR) -Project Completion Report (PCR)	-Results of auditing are utilized properly
5. Project Management	Amount of equipment procured for Project (BOT)	-Project Status Report (PSR) -Project Completion Report (PCR)	-Necessary equipment are procured on time and smoothly
6. Consulting services	-Amount of staff inputs by SAPI Team by JICA (person-month) -Amount of consulting service procured for Project (person-month)	-SAPI final report -Project Status Report (PSR) -Project Completion Report (PCR)	-Consulting services are procured on time and smoothly

Source: RDPP (2<sup>nd</sup> Revised), page: 15-17



## 1.6 Project Management

Information related to project management / manpower as per DPP is given in the table below:

Serial No.	Title name	Number of posts as per DPP	Recruitment procedure
1.	Project Director	1	Deputation (Full Time)
2.	Deputy Project Director - Finance Management (DPD-FM)	1	Deputation (Full Time/Additional Duties)
3.	Deputy Project Director- Capacity Development and Field Operations (DPD-CD/FO)	1	Deputation (Full Time/Additional Duties)
4.	Deputy Project Director Sector wise (Agriculture, Health, and Education)	3	Deputation (Additional Duties)
5.	Assistant Director - Administration	1	Deputation (Additional Duties)
6.	Accounts Officer	1	Outsourcing
7.	Assistant Accounts Officer	1	Outsourcing
8.	Office Assistant/Computer Operator	3	Outsourcing
9.	Driver	3	Outsourcing
10.	Office support staff	1	Outsourcing

Source: DPP, page-24

### 1.6.1 Sustainability Plan / Exit Plan

Majority of the development activities to be implemented under the project (about 80%) will be rural infrastructure. The Nation Building Department (NBD) under the Upazila Parishad will be responsible for the operation and maintenance (O&M) of the rural infrastructures under the project. For example, the Local Government Engineering Department (LGED) will be responsible for the operation and maintenance (O&M) of Class 'A' upazila roads, union and village level roads; LGIS will be responsible for operation and maintenance (O&M) of 'B' class roads at village level. The operation and maintenance (O&M) of other infrastructure and equipment will be the responsibility of the upazila's Nation Building Department (NBD), which will be transferred to the Upazila Parishad in collaboration with LGIS.

A major objective of the project is to increase the quality and scope of infrastructural development and demand-based services at the local level by providing additional performance based allocation (PBA) to the existing annual bulk allocation of Upazila Parishads, which will encourage effective service delivery to the people through the formulation of better Upazila Development Plans. It is expected that the PBA system introduced through the project will be institutionalized under the ADP and/or central government revenue budget after the completion of the project. It is expected that after the completion of the project the scope of work prescribed for the UDF will be vested in a government official working at the upazila level.

Data source: RDPP, page: 4-5



## **Chapter Two**

### **In-depth Monitoring Activities and Time-bound Action plan**

#### **2.1 Introduction, Background of In-depth Monitoring Study**

The Implementation Monitoring and Evaluation Division (IMED) under the Ministry of Planning conducts in-depth monitoring and impact evaluation studies under the Development projects being implemented under the Annual Development Program (ADP), by hiring experienced consulting firm. On the basis of the evaluation, the IMED informs the concerned authorities about the progress of implementation, quality of works, weaknesses in the implementation process, whether there is any deviation in the actual implementation of the project activities, (if any) further works need to be done in future, and possible recommendations for solutions. Under this backdrop, for the current fiscal year 2022-2023 the IMED has taken the initiative for in-depth monitoring of the project titled “Upazila Governance and Development Project (UGDP) (2nd Revised)” being implemented by Local Government Division under the revenue budget. “Panna Community Development Foundation (PCDF)” has been appointed as a consulting firm by the IMED, duly following the formal procedures in this regard for in-depth monitoring of the project. After getting the responsibility, the consulting firm has reviewed the project related documents, prepared structured/semi-structured questionnaires, and guidelines/ checklists for group discussions (FGD) and KII. Details of the procedures followed for the in-depth monitoring study, action plan and other issues are included in the report.

##### **2.1.1 The Purpose of In-Depth Monitoring**

- Verify whether the project titled “Upazila Governance and Development Project (UGDP) (2nd Revised)” is being carried out properly and within reasonable time frame as per DPP;
- Analyze and review to what extent the input and output of the project would be achieved according to the goals of the project;
- Monitor and review the quality of construction works and procurement related issues;
- Analyse and verify whether the procurement activities are being carried out following Public Procurement Act-2006 (PPA-2006) and Public Procurement Rules-2008 (PPR-2008);
- Collect information through review and analysis of existing documents, spot visits/ inspections; and
- Collect quantitative and qualitative data from the project locations through field survey, and provide necessary recommendations to the policy makers and concerned implementing agencies for similar projects in the future.

##### **2.1.2 Scope of In-depth Monitoring (as per Terms of Reference)**

The study has been performed in the light of the following objectives:

1. Review and monitoring of project details (background, objectives, status of approval / revision, financing etc., all applicable information);
2. To review and analyze the year-wise activities, fund allocation, fund release and expenditure, and overall and component-wise achievements (physical and financial),

and to collect and analyze the data on progress of the project, and presentation and review through tables/charts/graphical presentation;

3. Review and analyze the output, outcome and impact of the project in the light of the objectives and log frame;
4. Review and observation the process of various works / services collected (procured) under the project; and review and observe whether laws and regulations (PPA, PPR, and development partner's guide lines, etc.) have been complied with; and review and make observation in the light of procurement plan of DPP for goods, works, and services;
5. To review and analyze the required manpower and associated objects for management and maintenance of goods, works and services procured under the project;
6. To review and analyze whether the goods, works, and services procured/to be procured through necessary monitoring / checking according to the specifications/BoQ/ToR mentioned in the terms and conditions of the purchase agreement and the quality of the product;
7. Analyze, observe and review the risks of project implementation related to various problems, such as delay in financing, delay in procurement of goods, works and services, weakness in project management, and extension of project duration, and increase in cost;
8. To review project approval, revision, (if applicable), review and monitor data and information on allocation of fund, payment of bills, etc.
9. To review and analyse data on contract signing, contract terms, processing and approval of procurement, fund release, bill payments, agreements and recommendations of Development Partners, (if any);
10. To provide feedback/recommendation on the sustainability of the benefits created after the completion of the project;
11. To analyze the method of implementation of the project activities and perform a SWOT analysis, considering the project objectives, goals, implementation of activities, project management, potential risks, extension of duration and costs, achievements, etc.
12. Overall review in the light of project related document, review and analysis of data obtained from field level, prepare a report with observations, and necessary recommendations and present the report at the National Workshop. Prepare the final report incorporating the feedback received at the national workshop;
13. Project management: Appointment of Project Director, recruitment of manpower, meeting of project management committee/project steering committee, implementation of meeting decisions, sending progress reports, etc.;
14. Whether appointment of local/foreign consultants for the project is proper, whether their scope of work is correct, the report should state whether the consultants are able to work properly, etc.;
15. The report should mention whether the training and workshops organized through the project were appropriate;
16. Information regarding the appointment of Upazila Development Facilitators appointed through the project and their work progress should be included in the report;

17. As against the target of taking up 1931 sub-project units as per DPP of the project, how many projects have been taken up so far, whether these projects were taken as per the guidelines and their current progress to be mentioned in the report;
18. While collecting information at the field level by the consulting firm, the mobile number, national identity card (if possible) of the informants should be collected as well as videos of FGD and KII should be made and submitted to the department, which will be considered as evidence;
19. To perform any other works related to the study as assigned by the purchasing agency (IMED).

## **2.2 Procedures for Conducting In-depth Monitoring Activities**

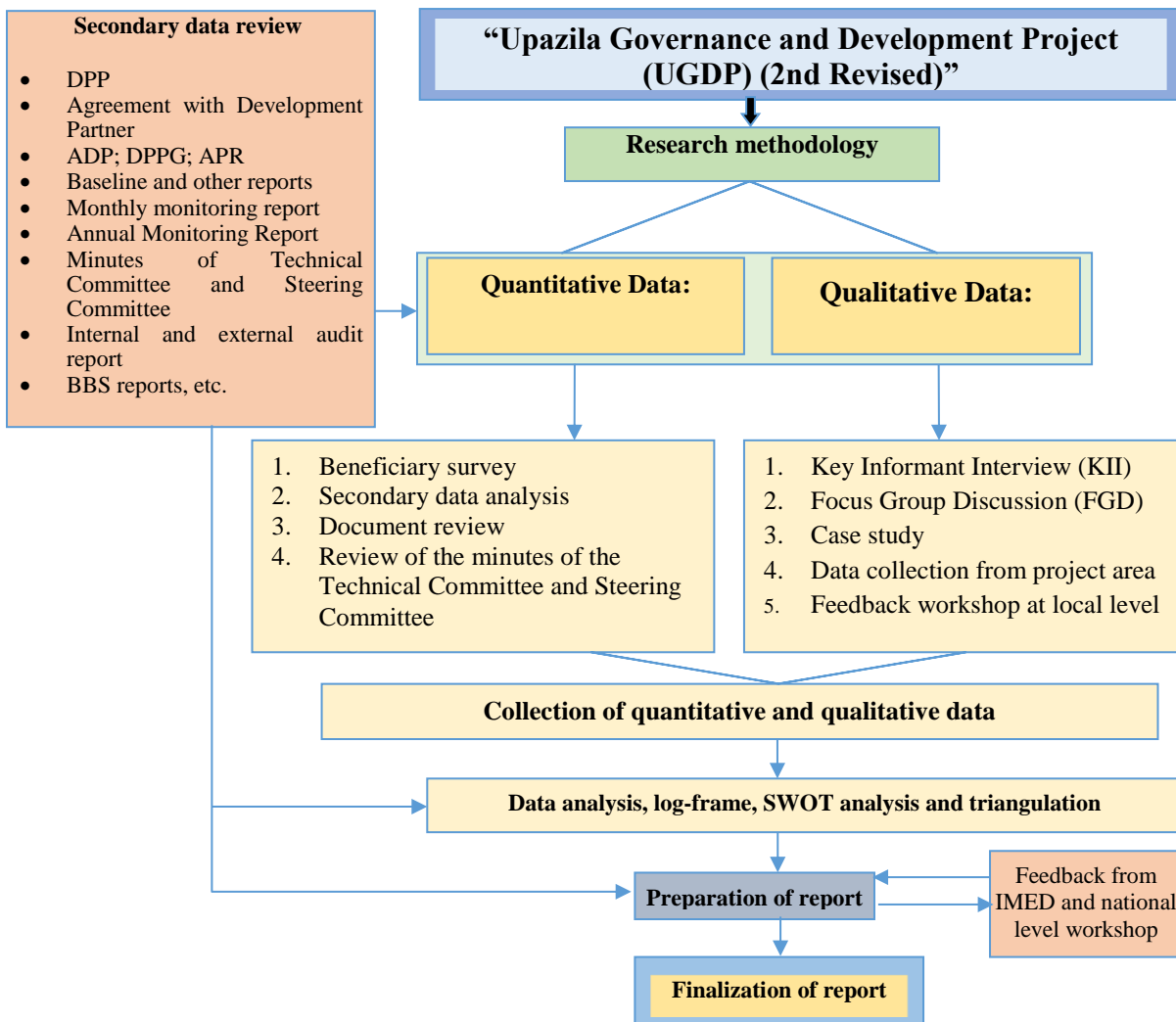
Since the project titled “Upazila Governance and Development Project (UGDP) (2<sup>nd</sup> Revised)” is still ongoing, this in-depth monitoring survey is of utmost importance to assess the financial and physical progress of the various components of the project. The issue of the in-depth monitoring study is of immense importance for the consulting firms to perform their duties properly, formulate time-bound action plans and make recommendations. The present survey activities have been undertaken keeping in mind the objectives of the project. The methods that have been adopted for in-depth monitoring of the project, include:

1. Collection of information through review of existing documents;
2. Collection of quantitative and qualitative data from the project area through survey; and
3. Collection of data through on-the-spot visit, analysis of quantitative and qualitative data and preparation of report.

### **2.2.1 Technical Approach**

The technical approach of the present study was determined in the light of the project objectives, such as: 1) Review of Project documents, 2) Status of Project Implementation, 3) Review of Project Objectives, 4) Review and observation of output level achievement based on project log frame 5) Analysis of responses/ opinion of project beneficiaries, 6) Review and monitoring of information regarding contract signing, terms of agreement, processing and approval of purchase proposals, consent to payment of bills, and recommendations of various missions, etc. by development partners, 7) Review of quality aspects of goods/works/services procured, whether procurement has been done following PPA-2006, PPR-2008), 8) Review of internal and external audit, 9) Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis of the project, and 10) Review of essential activities of the Project, etc. The theoretical framework of the strategic approach is illustrated by the following diagram:

**Diagram-2.1**  
**The Theoretical Framework of the Strategic Approach**



### 2.2.2 Review and Analysis of Secondary and Primary Data

The project related documents and data have been collected from the project office and analyzed to carry out intensive monitoring work. A brief list of documents used to analyze the status of achievement of project goals and objectives is provided below:

1. Development Project Proposal (DPP);
2. Minutes of the Project Technical Committee and Steering Committee;
3. Annual Development Program (ADP);
4. Public Procurement Act (PPA- 2006);
5. Public Procurement Rules (PPR- 2008);
6. 6Annual project report;
7. Monthly reports by IMED, implementing agencies/ministries;
8. Data from Bangladesh Bureau of Statistics;
9. Other relevant reports;
10. Internal and External Audit Reports;
11. Agreements executed with development cooperation agencies;
12. Baseline Survey Report;
13. Interim Evaluation Report.



The following procedure was followed for primary data collection:

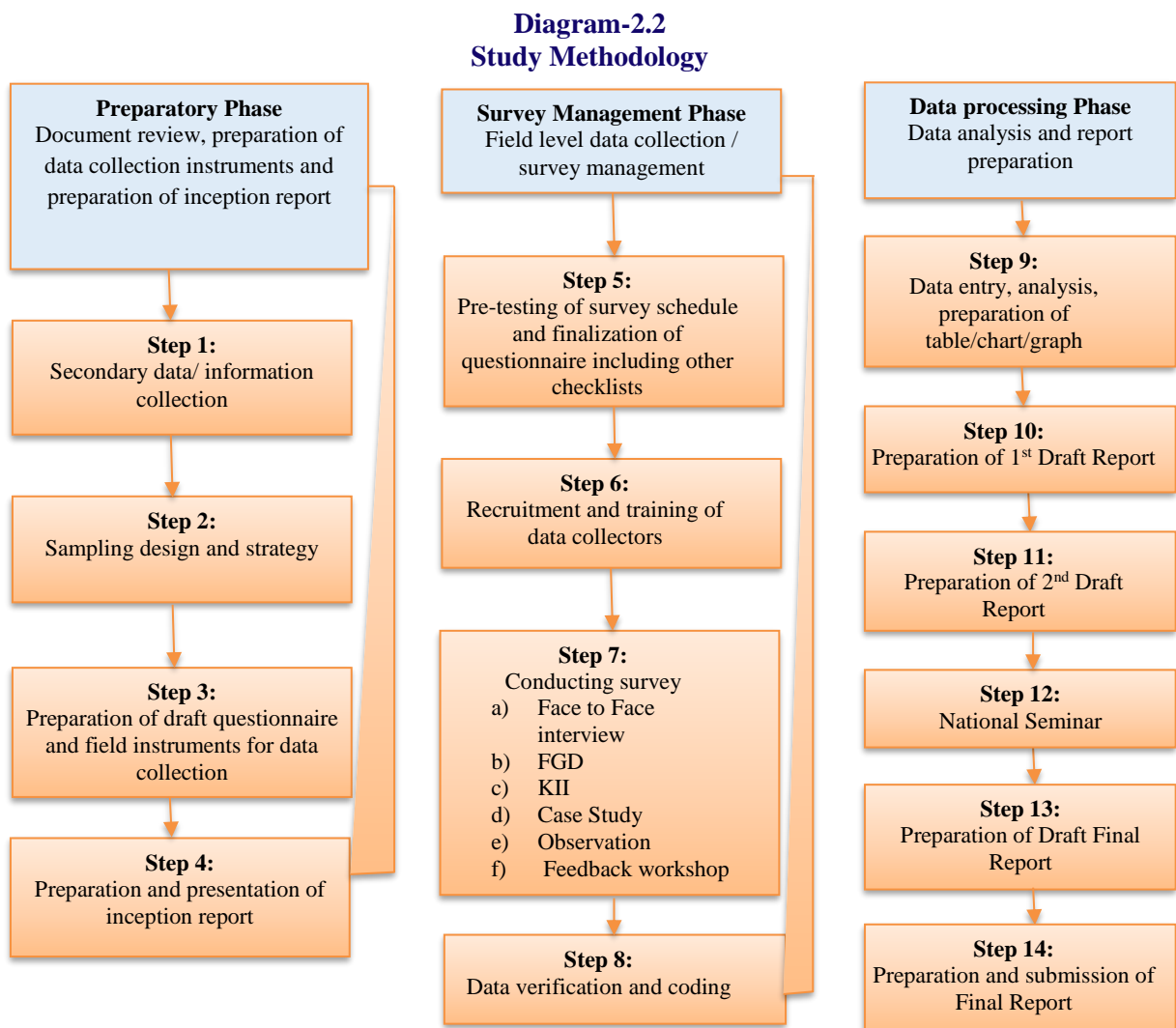
1. Interview of beneficiaries through survey schedules/face-to-face interview;
2. Key Informant Interview (KII);
3. Focus Group Discussion (FGD);
4. Case studies;
5. Observation.

### 2.2.3 Analytical Framework

The input-output framework of the data obtained in accordance with the specified guidelines of the in-depth monitoring program is layered in such a way that the statistical analysis of the data is done properly. The data analysis work has been done through appropriate statistical methods using SPSS and MS Excel software.

### 2.3 Study Methodology

Both quantitative and qualitative data have been collected for conducting in depth monitoring of project. Opinions of field level beneficiaries have been obtained through quantitative and qualitative survey. In addition, qualitative aspects of physical infrastructure and equipment have been reviewed on the basis of visits to the project sites to monitor the actual progress. The study has been completed in three different phases. The steps followed in each phase are shown in Figure 2.2 below:



### 2.3.1 Field Level Observation

Actual progress of project construction works, design-drawings, specifications, BoQ/ToR Civil and water resources used in construction works (Rod, Sand, Cement, Brick, etc.) and materials (machinery), has been monitored/reviewed through observation and review of quality of materials used, waste disposal system, and the challenges faced, etc.

A total of 22 interviews were conducted with representatives of contractors/firms in 22 sample districts using checklists;

- On-site inspection of the project area;
- Comparison of work with original design;
- Review of the actual condition of physical infrastructure implemented through sub-projects;
- Monitoring the quality of work;
- Reviewing lab test reports of construction materials; and
- Monitoring of climate tolerance of construction works.

### 2.3.2 Quality Assurance of 'Goods' Procured

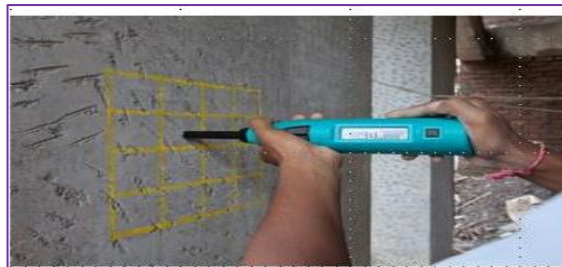
Attempt has been made to ensure whether the branded product has been purchased as per the schedule of the Department of Public Works and the quality of the product has been verified through various engineering tests

- Cement: Whether proportion of cement was used in construction work as per specification,
- Rod: Whether Tiger brand rod is used as per specification,
- Sand: Type of sand used in casting and site filling as per specification is verified on site,
- Stone chips: Whether stone chips are used as per specification,
- Water: The source of water used in construction is verified.

**Image 2.1**  
**Cylinder Test**



**Image 2.2**  
**Hammaer/Rebound Test**



### 2.3.3 Quality of 'Construction Works'

On-site inspection of the project area was carried out to verify whether the goods are being used as per the specifications/BoQ stipulated in the purchase agreement. The strength determination report of concrete, stone chips, sand and de-formed bars is verified by the lab from which the test was performed. As a rule, cylinder tests are required at each stage of concrete placement and as per BNBC Section 5.12.2. In case of concrete works in any project, cylinder test has been done daily or every 60 cubic meters of concrete or every 250 square meters of concrete area whichever is less.

To verify the quality of works, the following has been observed/ reviewed:

- Whether the project is being implemented as per the approved architectural design of the project. In all cases, it has been verified whether BNBC has been complied with or not.
- Errors during construction such as segregation, bleeding, inadequate curing, environmental concerns and warnings, etc. have been thoroughly reviewed.

## 2.4 Quantitative Data: Sampling and Size Determination

“Upazila Governance and Development Project (UGDP) (2nd Revised)” is being implemented in all the upazilas of 64 districts under 8 divisions of Bangladesh. Therefore, in order to make the in-depth monitoring works reliable, a total of 22 districts, 55 upazilas, 110 unions have been selected as sample areas considering the geographical location of the district (coastal, char, haor, hilly and plain areas of the country). **At the first stage**, all the districts of each division were listed and from each division 2 to 3 districts are randomly selected (total of 22 districts). **At the second stage**, 2/3 upazilas have been selected from each sample district considering the number of times (1-5) funds were allocated. Thus, a total of 55 upazilas have been selected from 22 sample districts. **At the third stage**, two unions have been purposively selected from each upazila—one union nearest to the upazila Headquarters and the other union farthest from the upazila headquarters. A total of 110 unions were selected from 55 upazilas. Thus, survey activities have been conducted in a total of 110 unions from eight divisions. The table below shows the number of sample districts, upazilas and unions by division:

**Table 2.1**  
**Number of Districts, Upazilas and Unions Selected by Division**

Division	Number of districts in the Division	Number of sample Districts	Number of sample Upazilas	Number of sample Unions
Barisal	6	2	4	8
Chittagong	11	3	8	16
Dhaka	13	4	9	18
Khulna	10	3	9	18
Mymensingh	4	2	5	10
Rajshahi	8	3	8	16
Rangpur	8	3	7	14
Sylhet	4	2	5	10
<b>8 Divisions</b>	<b>64 Districts</b>	<b>22 Districts</b>	<b>55 Upazilas</b>	<b>110 Unions</b>

For determining the extent to which the implementation activities of any ongoing project are successfully completed or not, and the extent to which the objectives or targets have been achieved, can be done through close monitoring, on-site visits and obtaining the views from potential beneficiaries. A scientific sampling strategy was followed to ensure that the sample selected for the in-depth monitoring study was representative. The beneficiaries of the project have been selected on a random basis.

## Sampling Method

The statistical formula used to determine the sample size is mentioned below.

$$n = \frac{z^2 p(1-p)(1+\delta)}{e^2} \times d$$

Where,

n= required sample size

z= confidence level at 95 percent (standard value of 1.96)

p= estimated prevalence of variable of interest

e= margin of error at 5 percent (standard value of 0.05)

d= design effect, and

$\delta$ = non-response or recording error (usually 5 percent of total sample)

### The Total Sample Size for the Survey is:

$$n = 1.96^2 \times 0.5 \times 0.5 \times 4 \times 1.05 / 0.05^2 = 1613.472 \approx 1650$$

Where, z=1.96, p=0.5, q=1-p=0.5, d=4, e=0.05, and  $\delta$ =0.05

Therefore, for this in-depth monitoring study, the aim is to select 1650 beneficiaries for data collection through questionnaire survey taking at least 15 beneficiaries from each union as shown below.

**Table 2.2**  
**Selected Districts, Upazilas, Unions, and Number of Respondents**

Division	Name of Selected District	Name of Selected Upazila	Number of sample Unions	Number of respondents	Number of years of receiving development allocation from the project
Barisal	Bhola	Daulatkhan	2	15 x 2=30	5
		Borhanuddin	2	15 x 2=30	1
	Jhalakathi	Nalchity	2	15 x 2=30	1
		Kathalia	2	15 x 2=30	5
Chittagong	Comilla	Brahmanpara	2	15 x 2=30	2
		Burichang	2	15 x 2=30	5
		Devidwar	2	15 x 2=30	2
	Bandarban	Ali Kadam	2	15 x 2=30	1
		Lama	2	15 x 2=30	3
	Noakhali	Begumganj	2	15 x 2=30	3
		Subarnachar	2	15 x 2=30	1
Chatkhil		2	15 x 2=30	3	
Dhaka	Faridpur	Boalmari	2	15 x 2=30	2
		Nagarkanda	2	15 x 2=30	1
		Madhukhali	2	15 x 2=30	3
	Narsingdi	Raipura	2	15 x 2=30	1
		Shibpur	2	15 x 2=30	3
	Manikganj	Saturia	2	15 x 2=30	4
		Daulatpur	2	15 x 2=30	1
	Madaripur	Shibchar	2	15 x 2=30	4
Rajoir		2	15 x 2=30	2	
Khulna	Bagerhat	Mollarhat	2	15 x 2=30	2
		Kachua	2	15 x 2=30	3
		Morelganj	2	15 x 2=30	4
	Kustia	Mirpur	2	15 x 2=30	5
		Vheramara	2	15 x 2=30	3

Division	Name of Selected District	Name of Selected Upazila	Number of sample Unions	Number of respondents	Number of years of receiving development allocation from the project
	Magura	Kumarkhali	2	15 x 2=30	4
		Sripur	2	15 x 2=30	2
		Shalikka	2	15 x 2=30	4
		Muhammadpur	2	15 x 2=30	5
Mymensingh	Jamalpur	Bakshiganj	2	15 x 2=30	1
		Melandah	2	15 x 2=30	1
		Islampur	2	15 x 2=30	5
	Sherpur	Nokla	2	15 x 2=30	1
		Sreebardi	2	15 x 2=30	3
Rajshahi	Bogura	Nandigram	2	15 x 2=30	3
		Gabtali	2	15 x 2=30	1
		Sherpur	2	15 x 2=30	2
	Naogaon	Mahadevpur	2	15 x 2=30	4
		Porsha	2	15 x 2=30	2
		Sapahar	2	15 x 2=30	3
	Natore	Bagatipara	2	15 x 2=30	5
		Baraigram	2	15 x 2=30	2
Rangpur	Panchagarh	Tetulia	2	15 x 2=30	5
		Debiganj	2	15 x 2=30	1
	Kurigram	Ulipur	2	15 x 2=30	1
		Rajarhat	2	15 x 2=30	3
	Rangpur	Mithapukur	2	15 x 2=30	1
		Kaunia	2	15 x 2=30	3
		Gangachara	2	15 x 2=30	1
Sylhet	Moulvibazar	Shrimangal	2	15 x 2=30	3
		Kamalganj	2	15 x 2=30	5
		Kulaura	2	15 x 2=30	3
	Sylhet	Kanaighat	2	15 x 2=30	1
		Zakiganj	2	15 x 2=30	3
<b>Total</b>	<b>22</b>	<b>55</b>	<b>110</b>	<b>1650</b>	

## 2.5 Qualitative Data

Qualitative data were collected through FGDs, KIIs, case studies, observations, and local and national workshops.

### a) Focus Group Discussion (FGD)

For Focus Group Discussion, participants included Upazila Nirbahi Officer, Nation Building Department (NBD) officers, other employees working in Upazila Parishad and community leaders/selected groups of local citizens. A total of 55 FGDs have been conducted, of which 27 FGD participants were NBD officers/other employees working in Upazila Parishad, and for the remaining 28 FGD, participants were community leaders such as: School teachers, elected public representatives, journalists, local people/elite and other important members of the society.

Sl. No.	Type of the participant	Number of FGD	Number of participants
1.	UNO, NBD Officer, other employees working in Upazila Parishad	27	27×15=405
2.	Teachers, elected public representatives, journalists, local people/elite and other important members of the society	28	28×15=420
	Total	55	55×15=825

### b) Key Informant Interview (KII)

A total of 148 Key Informant Interviews (KII) were conducted with concerned officers involved in project implementation. Participants in the KII included: Upazila Parishad Chairman, Vice Chairman (Female/Male), Upazila Nirbahi Officer (UNO), Upazila Development Facilitator (UDF) and Union Parishad Chairman. In addition, interviews were conducted with Deputy Director, Local Government (DDLG), of selected districts, Project Director, Deputy Project Director, JICA representative. Details of Key informant interviews conducted are shown in the table below.

i.	Upazila Chairman	22 – 1 from each district
ii.	UNO (Upazila Nirbahi Officer)	22 – 1 from each district
iii.	Vice Chairman (Female/Male)	22–1 from each district
iv.	Upazila Development Facilitator (UDF)	55 – 1 from each upazila
v.	Deputy Director, Local Government (DDLG) from each of the selected districts.	22 – 1 from each district
vi.	Senior officials of concerned ministries, Project Director, Deputy Project Director, JICA representative	5
<b>Total KII</b>		<b>148</b>

### c) Case Study

Several case studies have been prepared based on in-depth research in order to substantiate and strengthen the findings obtained from field observation and analysis of quantitative data, A total of 8 case studies have been prepared based on intensive fieldwork-of which 4 are at the institutional/Upzilla Parishad level and 4 are prepared at the beneficiary level.

### d) Observation

The existing situation/condition has been assessed by spot monitoring of the various structures and infrastructure already constructed under the project. Overall condition and quality is monitored and verified using check-lists.

### e) Organization of Feedback Workshop at Local Level

At the last stage of data collection at the field level, a feedback workshop was organized at the local level in Kamalganj upazila of Moulvibazar district on 13/04/2023. The workshop was held at the upazila parishad auditorium with the participation of 50 persons including the beneficiaries of the ongoing project. The officials involved in the implementation of the project were also present. Director and Assistant Director of IMED Sector-3 attended the workshop in person, while the Director General of IMED Sector-3 was connected virtually. The workshop was arranged with the approval and participation of the appropriate authority (IMED) by fixing the workshop venue and formulating a list of potential participants.

For the present study, data have been collected from a total of 2,943 respondents/participants through qualitative/quantitative methodology, as presented in the table below.

**Table 2.3**  
**Summary of Quantitative and Qualitative Data Collected**

SI No.	Qualitative and quantitative sampling methods	Target	Achievement
<b>Quantitative data</b>			
1	Survey through face-to-face interview	1650	1704
<b>Qualitative data</b>			
2	FGD	55	55
3	KII	148	148
4	Questionnaire for concerned contracting organizations	22	34
5	Case Study	8	8
6	Monitoring and verification of physical infrastructure and services	22	54
7	Feedback workshop	1	1
8	National workshop	1	1
Total participants			<b>2,943*</b>

\*An average of 15 participants attended each FGD, 50 persons attended the feedback workshop and 120 participants attended the national workshop.

## 2.6 Data Collection and Analysis

### 2.6.1 Data Collection Procedure

A proper action plan has been prepared for conducting the in-depth monitoring study and the data collection activities have been carried out following this. Existing documents from the secondary sources have been properly reviewed. Face-to-face interviews with project beneficiaries were carried out through structured questionnaire while FGD, KII, and case studies were conducted using check list. A team consisting of 4 supervisors and 16 data collectors have collected required data from the field.

In the first phase, a two-day training was given to the supervisors and data collectors during 27<sup>th</sup> and 28<sup>th</sup> March 2023. During the training, the purpose of the study, methodology of the survey, and questionnaire/checklist prepared for quantitative and qualitative data were discussed in detail. After the training, they were sent out around Dhaka on 29<sup>th</sup> March 2023 for pretesting of the questionnaire. The survey schedule/checklists were finalized based on results of the pretest and comments of IMED.

The field level data collection started on April 2 and continued up to April 18, 2023. For quality assurance of the survey, 10% spot checks of interviewers and 10% back checks were done by the supervisors. In the event of any error or problem, that has been corrected by giving necessary information to the interviewer. The Field Coordinator and Quality Controller, under the leadership of Team Leader, were responsible for coordination and quality assurance process of data collection work.

### 2.6.2 Analysis of Data

The data obtained from the survey were analyzed in two ways: a) quantitative data analysis, and b) qualitative data analysis. The following methods were followed for proper analysis and evaluation of the data collected from both sources:

#### Quantitative Data Analysis

After collecting data from the field, Statistical Package for Social Science (SPSS) screen was designed as per the requirement for data entry and analysis and pre-validated data entry operators were trained according to the survey schedule. Data sheets were verified randomly



to ensure the quality of data entry. Data management specialists and quality controller supervised the work. After data entry and cleaning, the experimental output table was prepared by creating a computer program as per the requirement, in the light of which the task of data analysis has been performed during this time, the item-wise/area-specific progress of the project has been assessed. Then the final output is produced, and tables, charts and diagrams are prepared as required.

### **Qualitative Data Analysis**

Following the triangulation process, the qualitative data collected in the survey were processed, analyzed and evaluated.

### **2.6.3 Report Preparation**

The in-depth monitoring report has been prepared on the basis of review of relevant documents, analysis of data/ information obtained from face-to-face interviews with project beneficiaries, FGD, KII, case study, and observation; including feedback/recommendations received from the Technical Committee, Steering Committee and local/national level workshop.



## 2.7 Time-bound Action Plan for In-depth Monitoring Activities

**Table 2.4**  
**Time-bound action plan for In-depth Monitoring Activities**

Sl.	Description of works performed for the in-depth monitoring study	Months												Completion date		
		February 2023	March 2023	April 2023	May 2023	June 2023										
1.	Contract signing for in-depth monitoring study															16/02/2023
2.	Preparation of draft inception report and submission to IMED															17/02/2023-27/02/2023
3.	Revision of inception report as per the comments/feedback of the 1 <sup>st</sup> meeting of the Technical Committee															28/02/2023-15/03/2023
4.	Approval of the inception report by the 1 <sup>st</sup> meeting of the Steering Committee															16/03/2023-25/03/2023
5.	Preparation of final tools for data collection															26/03/2023-25/04/2023
6.	Recruitment of data collectors															
7.	Organizing training sessions															
8.	Pre-testing of survey schedule															
9.	Field Survey through survey schedule															
10.	Conducting FGD															
11.	KII, Case Study															
12.	Monitoring and verification of physical infrastructure and services															
13.	Organizing feedback workshop															
14.	Verification and cleaning of data collected through survey schedule															26/04/2023-05/05/2023
15.	Data entry, verification, cleaning, analysis and output preparation															
16.	Preparation of 1 <sup>st</sup> draft report and submission to IMED															06/05/2023-10/05/2023
17.	Revision of 2 <sup>nd</sup> draft report as per the feedback of Technical Committee															11/05/2023-27/05/2023
18.	Presentation of 2 <sup>nd</sup> draft report at the national workshop and receiving feedback															28/05/2023
19.	Preparation of Final Report as per the feedback of national workshop and submission to IMED															29/05/2023-15/06/2023
	<b>Total</b>															<b>120 Days</b>



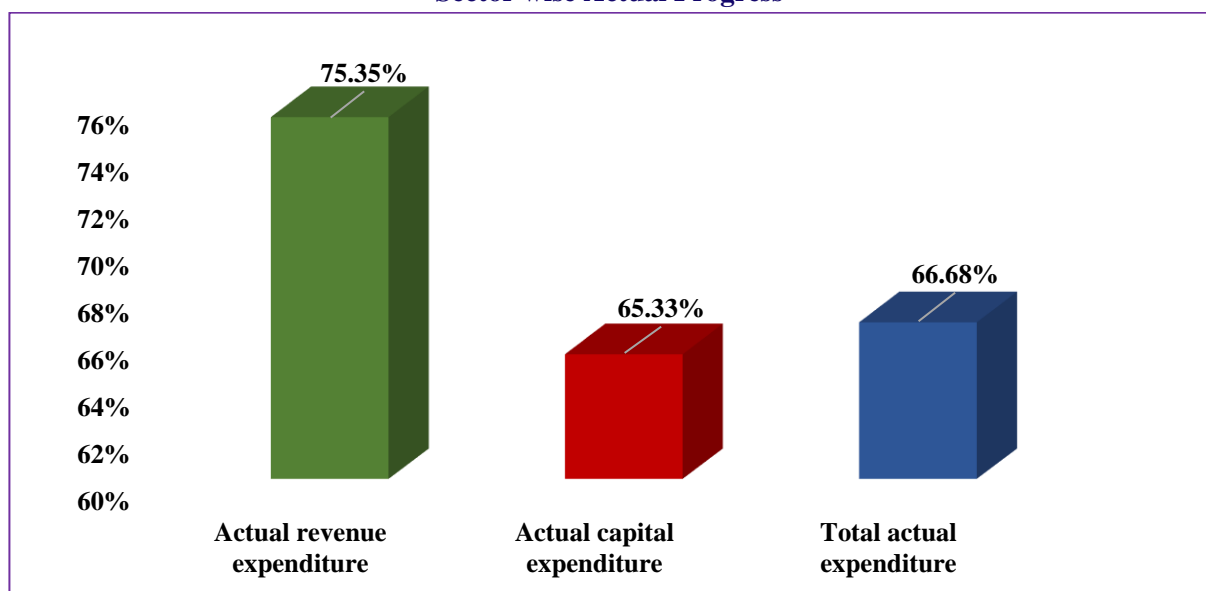
## Chapter Three Results Review

### 3.1 Review of Progress of the Project

#### 3.1.1 Overall Progress of the Project

According to DPP, Tk. 302,06.54 lakh (three hundred two crore and six lakh fifty-four thousand) has been allocated under the revenue head for the project, but till April 2023 the total amount spent under this head is tk. 227,60.72 lakh (two hundred twenty-seven crore six lakh and seventy two thousand), which is 75.35% of estimated cost. On the other hand, the total allocation for the Capital head was Tk. 949,09.46 lakhs (nine hundred forty-nine crore nine lakh and forty six thousand), against which the total expenditure till April 2023 was tk. 620,00.34 lakhs (six hundred twenty crore and thirty four thousand), which is about 65.33% of the total estimated expenditure in this sector. That is, against the total DPP allocation of Tk. 1,271,16.00 lakh (one thousand two hundred seventy-one crore and sixteen lakh), the total expenditure till April 2023 was Tk. 8,47,61.06 lakh (eight hundred forty seven crore sixty one lakh and six thousand), the cumulative progress is around 66.68% of DPP estimate.

**Bar Chart 3.1**  
**Sector wise Actual Progress**



*Source: DPP and Project Office*

#### 3.1.2 Financial year wise DPP allocation, Fund release and Actual Expenditure

Table 3.1 presents the status of fund allocation and expenditure by Fiscal year:

- In the 1<sup>st</sup> year *i.e* in 2015-16 of project implementation of the “Upazila Governance and Development Project (UGDP) (2nd Revised)”, no money was released due to non-commencement of project activities against DPP estimate of tk. 19,93.04 lakhs. Since this has not been adjusted in the 2nd Revised DPP, I this information has not been included in the table below to avoid adjusting the DPP estimates for FY 2015-16.
- In the 2<sup>nd</sup> year of the project *i.e*. in 2016-17, against the RDPP estimate of tk. 12,84.01 lakhs, the ADP allocation and fund release was Tk. 35,29.00 lakhs (around 275 % of the RDPP estimate) and the actual expenditure was Tk. 12,84.01 lakh (100% of RDPP estimate, 36.38% of ADP/RADP allocation and fund release).

- In the 3<sup>rd</sup> year of the project in 2017-18, the actual expenditure against ADP/RADP allocation, fund release almost doubled as compared to the previous year. In the project year 2017-18, against the RDPP estimate of tk. 38,38.60 lakh, the ADP allocation and disbursements were tk. 64,31.00 lakh (167.54% of the RDPP estimate) and the actual expenditure was tk. 38,38.60 lakh (100% of RDPP estimate, 59.69% of ADP/RADP allocation and fund release).
- In the 4<sup>th</sup> year of the project i.e., in 2018-19, against RDPP estimate of tk. 83,07.63 lakh ADP allocations and disbursements were tk. 85,27.00 lakhs (102.64% of RDPP estimate) and actual expenditure was tk. 83,07.63 lakh (100% of RDPP estimate, 97.43% of ADP/RADP allocation and disbursement)
- In the 5<sup>th</sup> year i.e. in 2019-20, ADP allocations and disbursements were tk.124,78.00 lakh against RDPP estimate of tk.109,53.92 lakh (113.91% of RDPP estimate) and actual expenditure was tk.109,53.92 lakh (100% of RDPP estimate, 87.79% of ADP/RADP allocation and release).
- In the 6<sup>th</sup> year of the project in 2020-21, ADP allocations and disbursements were tk. 131,05.00 lakh against RDPP estimate of Tk.129,53.79 lakh (101.17% of RDPP estimate) and actual expenditure was tk. 129,53.79 lakh (100% of RDPP estimate, 98.85% of ADP/RADP allocation and release).
- In the 7<sup>th</sup> year of the project in 2021-22, ADP allocation and fund release was tk. 240,00.00 lakh against RDPP estimate of tk. 252,40.14 lakhs (95.09% of RDPP estimate) and actual expenditure was tk. 238,29.79 lakh (94.41% of RDPP estimate, 99.29% of ADP/RADP allocation and disbursement).
- In the 8<sup>th</sup> year of the project i.e., in the current fiscal year 2022-23, the ADP allocation and disbursement of funds has been tk. 327,78.00 lakh against the RDPP estimate of tk. 324,92.81 lakh (100.88% of RDPP estimate) and actual expenditure till April 2023 is tk. 235,93.31 lakhs. (72.61% of RDPP estimates, 71.98% of ADP/RADP allocation and disbursement.).

A review of table 3.1 shows that from the 2<sup>nd</sup> Project Year (2016-17) to 6<sup>th</sup> Project Year (2020-21), ADP allocations and disbursement were much higher than RDPP estimates in each year. Incidentally, the total estimate for the project years mentioned in the original DPP was more than the ADP allocation and fund release in those years, so the information is presented in this way. In 7<sup>th</sup> Project Year (2021-22), the RDPP allocation was tk. 33,40.14 lakh under GoB, while the expenditure from this source was tk. 20,85.76 lakh (62.44% of GoB estimates). On the other hand, almost the entire amount has been spent on Project Aid/development assistance (99.29% of Project Aid). In the 8<sup>th</sup> Project Year (2022-23) against RDPP estimate the actual expenditure in GoB sector as of April 23 has continued the trend of previous years (69.88% of GoB estimate). A similar picture exists in terms of actual expenditure up to April 2023 against total RDPP allocation, with actual expenditure in the GoB sector at 52.69% of the total GoB allocation (total expenditure is tk. 84,75.01 lakh against the estimate of tk. 160,86.03 lakh), Actual expenditure under Project Aid is 68.65% of total project aid/ loan assistance estimate, actual expenditure on project assistance sector is 69.63% of total project assistance estimate. Therefore, to achieve 100% target of the project against GoB and Project Aid by December 2024, steps must be taken to implement the same by adopting appropriate procurement plan and action plan.

**Table 3.1**  
**Fiscal Year wise Allocation, Fund Release, and Actual Expenditure**

(Taka in Lakh)

Financial Year	Estimated expenses				Allocation under ADP/RADP	Fund Release				Actual Expenditure				Financial Progress %		
	GOB	Project Aid/RPA	Project Aid/DPA	Total		GOB	Project Aid/RPA	Project Aid/DPA	Total	GOB	Project Aid/RPA	Project Aid/DPA	Total	Against DPP allocation	Against ADP/RADP allocation	Against Fund release
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
2015-16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2016-17	136.31	1,147.70	-	1,284.01	3,529.00	529.00	3,000.00	-	3,529.00	136.31	1,147.70	-	1,284.01	100.00	36.38	36.38
2017-18	232.84	3,605.76	-	3,838.60	6,431.00	404.00	5,677.00	350.00	6,431.00	232.84	3,605.76	-	3,838.60	100.00	59.69	59.69
2018-19	1,135.15	6,016.80	1,155.68	8,307.63	8,527.00	1,210.00	6,117.00	1,200.00	8,527.00	1,140.18	6,011.77	1,155.68	8,307.63	100.00	97.43	97.43
2019-20	1,270.17	8,814.10	869.66	10,953.93	12,478.00	1,300.00	10,278.00	900.00	12,478.00	1,285.17	8,799.09	869.66	10,953.92	100.00	87.79	87.79
2020-21	1,076.86	11,098.36	778.56	12,953.79	13,105.00	1,105.00	11,100.00	900.00	13,105.00	1,080.06	11,095.17	778.56	12,953.79	100.00	98.85	98.85
2021-22	3,340.14	20,800.00	1,100.00	25,240.14	24,000.00	2,100.00	20,800.00	1,100.00	24,000.00	2,085.76	20,795.71	948.32	23,829.79	94.41	99.29	99.29
2022-23	3,600.99	27,841.82	1,050.00	32,492.81	32,778.00	3,500.00	28,178.00	1,100.00	32,778.00	2,516.34	20,258.76	818.21	23,593.31	72.61	71.98	71.98
2023-24	3,581.54	24,188.30	1,108.72	28,878.56					-				-	-	-	-
<b>July-December 2024</b>	<b>1,712.03</b>	<b>952.91</b>	<b>501.60</b>	<b>3,166.54</b>					-				-	-	-	-
<b>Total</b>	<b>16,086.03</b>	<b>104,465.75</b>	<b>6,564.22</b>	<b>127,116.00</b>	<b>100,848.00</b>	<b>10,148.00</b>	<b>85,150.00</b>	<b>5,550.00</b>	<b>100,848.00</b>	<b>8475.01</b>	<b>71715.63</b>	<b>4570.43</b>	<b>84761.06</b>	<b>66.68</b>	<b>84.05</b>	<b>71.98</b>

Source: DPP & Project Office

There was no allocation in the first year of the project, so no expenditure was incurred. In the second year only in GOB and RPA (Project Assistance) sectors there was expenditure, but no expenditure was incurred under DPA allocation. In the financial year 2016-17 DPA spending was only for 3 months. In the 3rd year of the project, *i.e.* financial year FY 2017-18, expenditure was incurred under GOB, RPA and DPA sectors, but bills could not be paid for DPA sector. Because, though the contract was signed in April 2018, no bill was paid against DPA until June 2018 due to lapse of 2/3 months in processing desk works and completing other formalities.

### 3.1.2.1 Review of Project Approval, Revisions, Implementation Period, Estimated Cost and Time Extension/Reduction

The “Upazila Governance and Development Project” has been approved by ECNEC on 01/03/2016 for implementation during December 2015 to June 30, 2021 at a total estimated cost of Tk.1059,65.84 lakhs. Later on, the 1<sup>st</sup> revision was approved by ECNEC on 25/02/2021 by extending the duration of the project by 1 year from December 2015 to 30 June 2022 while keeping the total estimated cost unchanged. Thereafter, the 2<sup>nd</sup> revision has been approved by ECNEC on 19/07/2022 by extending the tenure by 1 year 6 months- from December 2015 to December 2024 (an increase of 63.64%) and increasing the total estimated cost to Tk..1271,16.00 lakhs. In the 2<sup>nd</sup> revision, the estimated cost increased by Tk.211,50.16 lakh.

**Table 3.2**  
**Project Approval, Revisions, Time Extension/Reduction and Financing Status** Taka in Lakh)

Implementation period	Project revision/ Subject	Approved Estimated cost			Approval Date	Difference (Compared to original project)	
		GoB	PA	Total		Cost amount (%)	Time duration (%)
December 2015- 30 June 2021	Original	10346.49	95619.35	105965.84	01.03.2016	--	--
December 2015 30 June 2022	1 <sup>st</sup> Revised	10346.49	95619.35	105965.84	25.02.2021	--	+ 12Months (18.18%)
December 2015- 31 December 2024	2 <sup>nd</sup> Revised	16086.03	111029.97	127116.00	19.07.2022	+21150.16 +(19.96%)	+42Months +(63.64%)

Source:RDPP(2nd revised), Page:2

### 3.1.2.2 Reasons for Revision of DPP

Several challenges were faced by the project authority at the beginning of project implementation, such as frequent transfer of PD, long delay in recruitment of UDFs and consultants, and this resulted in the need to extend the project period by at least 02 (two) years to implement hundred percent of the project activities. A decision was taken in the 6th Project Steering Committee (PSC) meeting held on 05 March 2020 to extend the duration of the project by 02 (two) years. But for procedural reasons, LGD extended the project tenure by 01 year till June 30, 2022. On the other hand, the Covid-19 pandemic started in late March 2020 and continued till June 2022, delaying the project implementation activities by two years. Besides, due to the increase in the exchange rate of Japanese yen against the taka, there was a surplus of taka compared to the total estimate, which created the scope to increase the duration of the project, so in the 8<sup>th</sup> PSC meeting held on 24 November 2021, the decision was taken to increase the project period up to December 2024.

Budgets allocated to different line items may need to be re-allocated based on actual implementation status. As a result of the increase in the exchange rate of the Japanese Yen, a 6<sup>th</sup> round performance-based allocation is planned to be distributed to the upazilas due to surplus in Bangladeshi Taka (Tk. 144.65 crore). Similarly, Proper expenditure of project funds

and adjustment of some budget items to meet the needs of project implementation necessitated adjustment of other line items along with appropriate revision of budget between line items. The 6<sup>th</sup> round of performance-based allocation is planned to be distributed to upazilas based on performance evaluation results and these activities are targeted to be implemented within the next 2.5 years.

In the RDPP (1<sup>st</sup> revision), the amount of VAT and Income Tax was shown at TK. 93.17 crores. But due to increased rate of VAT and tax of NBR in the last three years, there was a need to revise the DPP. Additional Tk. 56.33 crore was required to pay for VAT and IT sector for performance-based allocation disbursement among different Upazilas for the 6th round of the project. These revisions have been reflected in the 2nd Revised DPP.

### **3.2 Indicators Used to Assess the Results in Upazila Governance and Development Project (UGDP)**

Bangladesh government has been implementing the Upazila Governance and Development Project (UGDP) since December 2015 with the financial support of Japanese government through JICA. To achieve the objectives, the UGDP provides performance-based allocation (PBA) to selected upazilas and simultaneously provides support for skill development in the upazilas. The average amount of PBA is Tk. 50 lakh per upazila per year. According to the plan, the number of selected upazilas has increased from 100 to 200, 300 and 400 every year based on the results of performance assessment. Finally, in the fifth phase, a total of 475 upazilas are included in the scope of this project. Every year, the performance of selected upazilas is evaluated by an independent organization based on certain pre-requisites. The evaluated upazilas are arranged based on the marks obtained on their performance from highest to the lowest. The annual PBA allocation for each selected upazila is Tk 50 lakhs (5 million). However, based on the recommendation of the Allocation Committee, additional allocation is given to the upazilas which have obtained higher marks.

The fifth and final performance assessment under the UGDP was launched in early 2021. In this study, out of 492 upazilas, 475 upazilas were selected as successful upazilas by fulfilling all the preconditions for development. The results of the fifth performance evaluation reflect that the general administrative capacity of Upazila Parishads has improved gradually since the first phase as a result of the continuous improvement of the activities of Upazila Governance and Development Project.

Based on the results of the survey, a total of four hundred and seventy-five (475) successful upazilas have been selected. The 475 selected Upazilas are eligible for Performance Based Allocation (PBA) from UGDP. However, the Project Management Unit (PMU) can provide additional allocation to Upazila selected in the fifth phase based on the recommendation of the Allocation Committee. The diagram of performance appraisal under UGDP is given in the chart below:

## Performance Assessment Procedure under UGDP:

### 1st Step (Screening by Preconditions)

1. Status of Upazila Parishad meetings
2. Status of Upazila Committees
3. Existence of Budget and Development Plans
4. Status of ADP Implementation and Reporting



### 2nd Step (Performance Assessment, Ranking of UZPS based on obtained scores)

#### 1. Institutional Capacity

- 1.1. Upazila Committee (UC) meetings are properly held and recorded
- 1.2. Nation Building Department (NBD) Officers attend respective Upazila Committee meetings
- 1.3. Project Selection Committee (PSC) is established and functioning
- 1.4. Development proposals are submitted from Union Parishad, UDCC, UCs and NBDs

#### 2. Financial Management Capacity

- 2.1. Annual Budget is prepared and approved as stated in UZP Act.
- 2.2. Asset register is properly maintained and updated
- 2.3. Annual Financial Statement is prepared
- 2.4. Gap between the initial budget and the actual expenditure is minimized

#### 3. Planning and Budgeting Capacity

- 3.1. Five-Year Development Plan with priority project list is prepared
- 3.2. Development fund used as per UZP development fund using guidelines 2014
- 3.3. Development Project sites are inspected by Upazila Officers
- 3.4. Upazila Project Proposal (UPP) is prepared for each project and discussed at Upazila Committees or UZP meetings

#### 4. Transparency & Accountability

- 4.1. Union Development Coordination Committee (UDCC) meetings are held in each Union Parishad
- 4.2. Annual Budget and Annual Development Plan are displayed for public scrutiny on notice boards and websites
- 4.3. Information Focal Point (IFP) is assigned and such assignment is made public
- 4.4. Citizen Charter is prepared and publicized

UZPS are selected based on precondition and ranking.

Selection Results:  
1<sup>st</sup> year: 104 UZPs  
2<sup>nd</sup> year: 200 UZPs  
3<sup>rd</sup> year: 300 UZPs  
4<sup>th</sup> year: 357 UZPs  
5<sup>th</sup> year: 475 UZPs



### 3.2.1 Fifth Performance Assessment

Fifth performance assessment was implemented from January 2021 to April 2021 (first and second quarter), data collection and data compilation.<sup>5</sup>

**Table 3.3**  
**Precondition Indicators with Means of Verification and Passing Criteria**

Precondition Indicators	Means of Verification	Minimum Pass Criteria
<b>1. Status of Upazila Parishad meetings</b>		
1.1. Upazila Parishad (UZIP) meeting are held regularly	Minutes of UZIP meetings	9 or more meetings in assessed fiscal year (FY); 6 or more meetings for Round 5 (FY 2019-20), due to COVID-19
1.2. UZIP meetings are held with proper attendance	Attendance list of UZIP meeting	Average attendance in UZIP meetings is 40% or more
<b>2. Status of Upazila Committees (UCs)</b>		
2.1. Upazila Committees (UCs) are established	Minutes of UZIP meeting or other official documents	6 or more UCs are established
2.2. UCs are functioning	Minutes of UC meetings	At least one UC meeting is held
<b>3. Existence of Budget and Development Plans</b>		
3.1. Annual Budget is prepared and approved	Annual budget	At least one prescribed template was used in the annual budget
3.2. Development plan is prepared	Five-Year Plan or annual development plan	Either Five-Year Plan or annual development plan are prepared
<b>4. Status of ADP Implementation and Reporting</b>		
4.1. ADP reports are prepared	ADP reports for the last 3 years FYs	ADP reports are stored
4.2. ADP reports are sent to LGD	Copy of letter sent to LGD	At least one copy of letter is found

<sup>5</sup>Source: Upazila Governance and Development Project, Local Government Department, Ministry of Local Government, Rural Development and Cooperatives.

**Table 3.3.1**  
**Performance Indicators with Means of Verification and Scoring Criteria**

<b>Performance Indicators</b>	<b>Means of Verifications</b>	<b>Scoring Criteria</b>
<b>1. Institutional Capacity (7 Marks for each indicator)</b>		
1.1. Upazila Committees (UCs) meeting are properly held and recorded	1) Notice for UC meetings or Decision of fixed dates of UC meetings; 2) Minutes of UC meetings;	<b>Out of maximum 102 meetings:</b> 1) Notice or fixed dates: Point 3: 36 or more Point 2: Between 24 and 35 Point 1: Between 12 and 23 Point 0: 11 or less <b>And</b> <b>2) For UC meeting minutes:</b> Point 4: 36 or more Point 3: Between 24 and 35 Point 2: Between 12 and 23 Point 1: Between 6 and 11 Point 0: 5 or less
1.2. Nation Building Department (NBD) Officers attend respective Upazila Committee meetings	1) Attendance lists of UC meetings during FY 2019-20	<b>Out of maximum 204 NBD Officer attendance:</b> Point 7: 72 or more Point 5: Between 48 and 71 Point 4: Between 24 and 47 Point 3: Between 12 and 23 Point 2: Between 6 and 11 Point 0: 5 or less
1.3 Project Selection Committee (PSC) established and functioning	1) Minutes of PSC meetings 2) PSC's recommendations to UPZ meetings 3) Official Documents of authorized persons	<b>Timing of PSC's approval of priority projects:</b> Point 7: 1 January to 30 June 2020 Point 5: 1 to 31 July 2020 or 1 November to 31 December 2019 Point 4: 1 August 30 September 2020 or 1 September to 31 October 2019 Point 3: 1 October to 31 December 2020 Point 2: Earlier than 31 August 2019 or date of approval cannot be confirmed Point 0: If no documentation or never held
1.4. Development proposals are submitted from Union Parishad, UDCC, UCs and NBDs	1) Number of proposals from various sources (Unions, UDCC, UCs, NBDs and "Others")	<b>Proposals from Others (e.g. local elites, etc.):</b> Point 7: No proposal from Others Point 5: 5% or less Point 4: 6% to 10%, Point 3: Between 11% and 20% Point 0: 21% or more or no proposal
<b>2. Financial Management Capacity (7 Marks for each indicator)</b>		
2.1. Annual Budget is prepared and approved as stated in UZP Act.	1) Minutes of UZP meetings (Date of final approval by Upazila Parishad) FY 2020-21.	<b>Timing of Budget Approval:</b> Point 7: Before 31 May 2020 Point 5: 1 to 30 June 2020 Point 4: 1 to 31 July Point 3: 1 August to 30 September 2020 Point 2: Earlier than 30 June 2019 or later than 1 October 2020 or date cannot be confirmed Point 0: No asset register

Performance Indicators	Means of Verifications	Scoring Criteria
2.2 Asset registers are properly maintained and updated	1) Assets Register (for movable and immovable assets)	<b>Asset Register:</b> Point 7: Asset registers for both movable and immovable are available and updated during the financial year 2019-20. Point 6: There are asset registers for both movable and immovable Point 5: Movable or Immovable Assets Register is available and updated for the financial year 2019-20 Point 4: Have movable or immovable assets register Point 0: No asset register
2.3 Annual financial statements are prepared	1) Annual financial statement for the financial year 2018-19 2) Minutes of UJP meeting for approval of financial statements	Date of Approval of Financial Statements: Point 7: Before 31 December 2019 Point 5: 1 to 31 January 2020 Point 4: 1 to 24 February 2020 Point 3: 1 to 31 March 2020 Point 2: After April 2020 or the date could not be confirmed Point 0: No financial statements
2.4 The gap between initial budget and actual expenditure is reduced	1) Annual Budget (initial) FY 2019-20 (Comparison of initial Budget and Actual Expenditure)	Gap Measurement (%) Point 7: Gap = +/-15% or less Point 5: Gap = +/-16 to 20% Point 4: Gap = +/-21 to 25% Point 3: Gap = +/-26 to 30% Point 1: Gap = +/-31 or more Point 0: If not comparable
<b>3. Planning and Budgeting Capacity (7 marks for each indicator)</b>		
3.1. A five-year development plan has been prepared with a list of priority projects	1) Five Year Development Plan Book	Five Year Development Plan Book including FY 2019/20 or 2020/21 or both: Point 7: There are sector wise and union wise lists Point 5: There are sector wise or union wise lists Point 3: Five-year plan exists but sector wise and union wise lists are not available Point 0: No five-year plan
3.2 Upazila Parishad Development Fund Utilization Guidelines 2014 Development Fund has been utilized	1) ADP list and interview with Upazila Engineer	Number of sectors in ADP out of 11 sectors: Point 7: 8 or more sectors Point 5: 6 or 7 sectors Point 3: 4 or 5 sectors Point 2: 3 sectors Point 0: 2 or less sectors
3.3 Upazila Parishad officials inspected the development project activities	1) Site visit, checklist, interview with UNO and Upazila Engineer 2) Travel diary	Out of total ADP projects, how many (%) projects visited: Point 7: 90% or more Point 6: 80 to 89% Point 5: 70 to 79% Point 4: 60 to 69%

Performance Indicators	Means of Verifications	Scoring Criteria
		Point 3: 50 to 59% Point 2: 40 to 49% Point 1: Less than 40% Point 0: Nothing
3.4 Preparation of Upazila Project Proposal (UPP) for each project and discussed in Standing Committee and Upazila Parishad meetings	1) UPP document for FY 2019-20	(%) of UPP prepared out of total ADP projects: Point 7: 100% Point 6: 90- 99% Point 5: 80 to 89% Point 4: 70 to 79% Point 3: 60 to 69% Point 2: 50 to 59% Point 1: Less than 50% Point 0: Nothing
<b>4. Transparency and Accountability (7 points for each indicator)</b>		
4.1. Union Development Coordination Committee (UDCC) meetings have been held in each Union Parishad	1) The minutes of the UDCC meeting are the documents preserved in the Upazila Parishad	How many (%) of the total UDCC meeting minutes are kept on file in Upazila Parishad (6 meetings in each union): Point 4: 80% or more Point 3: 60 to 79% Point 2: 40 to 59% Point 1: Less than 40% Point 0: Nothing
4.2. Annual Budget and Annual Development Plan are displayed on notice board and website for public opinion	1) Notice boards and websites	Annual Budget and Annual Development Plan (ADP) display status: Point 4: Annual budget and ADP are on both notice board and website Point 3: Annual budget or ADP is on both the notice board and the website and the other is on the notice board or website Point 2: Annual budget and ADP are on notice board or website Point 1: Annual budget or ADP is on notice board or website Point 0: Nothing displayed
4.3. Upazila Parishad Information Officer has been appointed and the matter has been informed to the public	1) Official documents, notice boards and websites for the appointment of Information Officers	Document Display Status of Recruitment of Information Officer: Point 4: Information officer recruitment documents are available on notice board or website Point 2: Information officer appointment documents exist but not displayed Point 0: No Information Officer appointed
4.4. Service Commitment (Citizen Charter) published	1) Service Commitment (Citizen Charter) or interview with UNO	Display Status of Service Commitment (Citizen Charter) on Notice Board / Website: Point 4: Service Commitment (Citizen Charter) prepared, published and updated, Point 2: Service Commitment (Citizen Charter) prepared, published but not updated Point 0: Service Commitment (Citizen Charter) prepared, not published

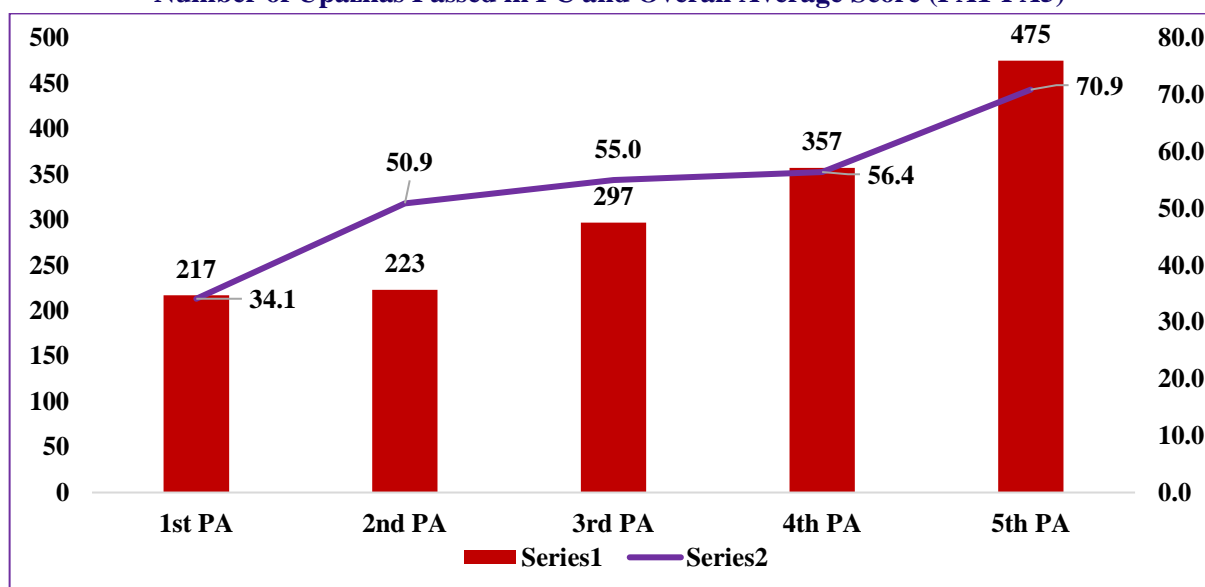
**Table 3.3.2**  
**Summary of Performance Assessment Results (Comparison of 1<sup>st</sup> to 5<sup>th</sup> PA)**

<b>PAs</b>	<b>1<sup>st</sup> PA</b>		<b>2<sup>nd</sup> PA</b>		<b>3<sup>rd</sup> PA*</b>		<b>4<sup>th</sup> PA</b>		<b>5<sup>th</sup> PA</b>	
Number of surveyed Upazila	488		491		492		492		492	
Prerequisites (PC)	Number	%	Number	%	Number	%	Number	%	Number	%
Number of upazilas to be completed on the prerequisites	217	44.5%	236	48.1%	297	60.4%	357	72.6%	475	96.5%
Change from previous assessment (%)			19	3.6%	61	12.3%	60	12.2%	118	23.9%
<b>Marks Obtained in Assessment (Maximum 100)</b>										
Overall Average (excluding prerequisites)	34.1		50.9		55.0		56.4		70.9	
Average (of all upazila prerequisites passed)	45.2		67.8		70.9		66.7		72.3	
Average (for those upazilas who failed in prerequisite subjects)	25.3		35.2		30.9		29.8		33.2	
Highest marks obtained	82		88		100		100		95	
Minimum marks obtained	0		0		0		0		0	
Median score	33		53		58		60		74	

*Source: Project Office*

Through Performance Based Allocation (PBA) sub-projects are selected/implemented as per guidelines. The percentage of high performing upazilas has steadily increased from PA1 to PA5. For example: the mean score was 34.1 at 1<sup>st</sup> PA, which increased to 70.9 at 5<sup>th</sup> PA. Similarly, the number of upazilas passed in PC was 217 in 1<sup>st</sup> PA, 223 in 2<sup>nd</sup> PA, 297 in 3<sup>rd</sup> PA, 357 in 4<sup>th</sup> PA, and 475 in 5<sup>th</sup> PA. The number of upazilas passing the prerequisite indicators has steadily increased, which indicates the positive direction of upazila governance development.

**Bar Chart 3.2**  
**Number of Upazilas Passed in PC and Overall Average Score (PA1-PA5)**



*Source: Project Office*

**Table 3.3.3**  
**Average marks (out of 7 marks) obtained on PA based performance indicators**

Number of upazilas	488	491	492	492	492
Performance Indicators	Average obtained No	Average obtained No	Average obtained No	Average obtained No	Average obtained No
	1 <sup>st</sup> PA	2 <sup>nd</sup> PA	3 <sup>rd</sup> PA *	4 <sup>th</sup> PA	5 <sup>th</sup> PA
1.1 Conducting UC meetings and preparing minutes	0.90	3.86	3.87	4.32	6.55
1.2 Attendance of Government Officials at UC meetings	2.40	4.37	3.72	4.20	6.10
1.3 Implementation of Project Selection Committee (PSC).	1.10	1.54	1.83	1.89	3.46
1.4 Suggestion of activities for development	3.40	4.04	2.63	2.87	4.80
2.1 Preparation of annual budget	5.10	4.60	2.57	4.42	5.05
2.2 Asset Register	2.00	4.62	5.03	5.25	6.40
2.3. Prepare annual financial statements	0.00	0.00	3.24	1.60	4.05
2.4 Gap between initial budget and actual expenditure	2.80	3.60	4.22	4.61	3.74
3.1 List of Projects Five Year Development Plan	2.80	4.17	4.52	4.82	5.81
3.2 Allocation of ADP to different sectors	4.40	4.96	5.09	5.90	6.45
3.3 Inspection of project activities	4.30	3.13	3.47	3.02	3.70
3.4. Preparation of Upazila Project Proposal (UPP).	0.20	4.00	3.98	4.74	2.53
4.1 UDCC	1.05	2.98	3.61	3.76	4.59
4.2 Presentation of Budget and Five Year Development Plan	2.63	3.70	3.31	2.96	5.27
4.3 Upazila Information Officer	2.45	3.82	4.36	4.41	5.74
4.4 Service Commitment (Citizen Charter)	2.10	3.83	4.81	4.13	5.90

*Source: Project Office*

### 3.3 Component Wise Project Implementation (Actual and Financial)

As per DPP, GOB allocation for the project is Tk.16, 086.03 lakhs but till April 2023 the total expenditure in this sector is Tk.8475.01 lakhs, which is 52.69% of the estimated expenditure of GOB sector. On the other hand, Total allocation for project loan and project aid is 111029.97 lakh Tk. against which the total amount spent till April 2023 is 762, 86.26 lakhs, which is about 68.71% of the total projected project aid/DPA. As against total DPP resources of Tk 1271, 16.00 lakhs, the total expenditure was Tk 847, 61.06 lakhs which is 66.68% of the total DPP estimate. In order to achieve the target within 1 year and 10 months remaining time of the project, all efforts should be made to implement the necessary purchase plan and action plan (See Table 3.4).

#### 1931 Project Management Unit (PMU)

Table 3.4 shows that the main activity of the project is to implement 1931 upazila units in the upazila parishads. According to the information received from the project office/PMU, the project has been implemented in a total of 1436 upazila units so far. That is, 104 upazilas in the first year of the project, 200 upazilas in the 2nd year, 300 upazilas in the 3rd year, 357 upazilas in the 4th year, and 475 upazilas in the 5th year. Thus, a total of 1436 (104+200+300+357+475=1436) upazila units have been covered by the project. In the sixth year of the project, capacity building training and infrastructure development sub-projects will be conducted in 495 upazilas leading to a total of 1931 upazilas (1436+495=1931).

The maximum allocation of the approved component-wise total allocation of the project is kept under this (74.22% of the estimated expenditure). As of April 2023, no funds have been spent in this sector against the GOB allocation. However, 70.65% of allocation under PA (project Aid) has been spent. Achieving the target during this sector within the remaining 1 year and 8 months period of the project will be difficult.

On the other hand, although the 2<sup>nd</sup> revision of the project was approved on 19/07/2022, the expenditure incurred in this sector was 35.05% more than the estimate in respect of payment of VAT on all activities of the project payable from GOB source. Similarly, the 'other (RPA)' sector also spent 41.28% more than the sector estimate, and the furniture and fixtures sector also spent 60.94% more than the estimated expenditure. It is evident from this that such higher rate of achievement compared to the estimates is found due to lack of proper component wise estimate in terms of cost allocation. Which is a deviation from the component wise breakdown of cost estimate.

The approved components and component wise cost breakdown of the project as prepared by the implementing agency, the Local Government Division, Ministry of Local Government, Rural Development and Cooperatives, is presented in Table 3.4.

**Table 3.4**  
**Component wise Financial Target, Cumulative Financial and Actual Progress**

Eco Sub-Code	Component/Item Name	Estimated expenses (Tk. In lakh)					Cumulative progress achieved up to June 2022					Targets for the current financial year 2022-2023					Progress up to April 2023 for the current financial year (2022-2023)					Progress from start of project till April 2023						
		Number/quantity	GoB	Project aid		Total cost	GOB	Project aid		Total cost	Actual Item%	GOB	Project aid		Total cost	Actual Item %	GOB	Project aid		Total cost	Actual Item%	GoB	Project aid		Total cost	Actual Item %		
				RPA	DPA			RPA	DPA				RPA	DPA				RPA	DPA				RPA	DPA			RPA	DPA
<b>a) Revenue Component</b>																												
3111101	Pay of officers	360 mm	127.50	0.00	0.00	127.50	62.71	0.00	0.00	62.71	49.18%	7.00	0.00	0.00	7.00	5.49%	5.60	0.00	0.00	5.60	4.39%	68.31	0.00	0.00	68.31	53.58%		
3211131	Pay of staff (Out sourcing)	1056 mm	182.49	0.00	0.00	182.49	109.53	0.00	0.00	109.53	60.02%	24.00	0.00	0.00	24.00	13.15%	20.03	0.00	0.00	20.03	10.98%	129.56	0.00	0.00	129.56	71.00%		
3111300	Allowances	LS	137.27	0.00	0.00	137.27	87.59	0.00	0.00	87.59	63.81%	2.50	0.00	0.00	2.50	1.82%	1.20	0.00	0.00	1.20	0.87%	88.79	0.00	0.00	88.79	64.68%		
3111302	Travel allowance, Depu/ addi Charge, transfer, accom, etc.	LS	0.00	183.73	0.00	183.73	0.00	62.55	0.00	62.55	34.04%	0.00	18.15	0.00	18.15	9.88%	0.00	16.27	0.00	16.27	8.86%	0.00	78.82	0.00	78.82	42.90%		
3211129	PMU office rental, renovation & maintenance	120 Month	149.34	0.00	0.00	149.34	116.38	0.00	0.00	116.38	77.93%	16.00	0.00	0.00	16.00	10.71%	12.04	0.00	0.00	12.04	8.06%	128.42	0.00	0.00	128.42	85.99%		
3821104	VAT	LS	3998.53	0.00	0.00	3998.53	3150.48	0.00	0.00	3150.48	78.79%	2726.20	0.00	0.00	2726.20	68.18%	2249.43	0.00	0.00	2249.43	56.26%	5399.91	0.00	0.00	5399.91	135.05%		
3821125	IT	LS	2398.69	0.00	0.00	2398.69	2018.56	0.00	0.00	2018.56	84.15%	660.00	0.00	0.00	660.00	27.52%	185.88	0.00	0.00	185.88	7.75%	2204.44	0.00	0.00	2204.44	91.90%		
3211120/ 3211117	Telephone/Telegram/Internet Charge (PMU)	120Month	26.91	0.00	0.00	26.91	11.19	0.00	0.00	11.19	41.58%	5.00	0.00	0.00	5.00	18.58%	1.34	0.00	0.00	1.34	4.98%	12.53	0.00	0.00	12.53	46.56%		
3211120/ 3211117	Internet/Mobile Charge (UDF, PD, DPD)	120 Month	0.00	123.91	0.00	123.91	0.00	59.09	0.00	59.09	47.69%	0.00	24.90	0.00	24.90	20.10%	20.22	0.00	0.00	20.22	16.32%	0.00	79.31	0.00	79.31	64.01%		
3222104	Vehicle Registration Fee (PMU)	LS	3.91	0.00	0.00	3.91	2.52	0.00	0.00	2.52	64.45%	0.30	0.00	0.00	0.30	7.67%	0.00	0.00	0.00	0.00	0.00%	2.52	0.00	0.00	2.52	64.45%		
3222104	Vehicle Registration Fee (UDF)	LS	5.25	29.75	0.00	35.00	0.00	13.00	0.00	13.00	37.14%	0.00	10.50	0.00	10.50	30.00%	0.00	0.00	0.00	0.00	0.00%	0.00	13.00	0.00	13.00	37.14%		
3221104	Insurance for Vehicle(PMU)	LS	7.60	0.00	0.00	7.60	4.60	0.00	0.00	4.60	60.53%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	4.60	0.00	0.00	4.60	60.53%		



**Table 3.4**  
**Component wise Financial Target, Cumulative Financial and Actual Progress**

Eco Sub-Code	Component/Item Name	Estimated expenses (Tk. In lakh)					Cumulative progress achieved up to June 2022					Targets for the current financial year 2022-2023					Progress up to April 2023 for the current financial year (2022-2023)					Progress from start of project till April 2023						
		Number/quantity	GoB	Project aid		Total cost	GOB	Project aid		Total cost	Actual Item%	GOB	Project aid		Total cost	Actual Item %	GOB	Project aid		Total cost	Actual Item%	GoB	Project aid		Total cost	Actual Item %		
				RPA	DPA			RPA	DPA				RPA	DPA				RPA	DPA				RPA	DPA			RPA	DPA
3211115	Water (PMU)	LS	0.51	0.00	0.00	0.51	0.21	0.00	0.00	0.21	41.18%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	0.21	0.00	0.00	0.21	41.18%		
3211113	Electricity(PMU)	LS	1.50	0.00	0.00	1.50	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%		
3243101	Petrol, Oil & Lubricants(PMU)	LS	34.88	3.18	0.00	38.06	20.16	0.00	0.00	20.16	52.97%	7.00	0.00	0.00	7.00	18.39%	4.98	0.00	0.00	4.98	13.08%	25.14	0.00	0.00	25.14	66.05%		
3243101	Petrol, Oil & Lubricants(UDF)	LS	0.00	320.2	0.00	320.20	0.00	46.39	0.00	46.39	14.49%	0.00	96.48	0.00	96.48	30.13%	0.00	71.59	0.00	71.59	22.36%	0.00	117.98	0.00	117.98	36.85%		
3255102	Printing & Binding	LS	43.17	0.00	0.00	43.17	20.80	0.00	0.00	20.80	48.18%	10.00	0.00	0.00	10.00	23.16%	7.29	0.00	0.00	7.29	16.89%	28.09	0.00	0.00	28.09	65.07%		
3255104	Stationary, Supply, Books, Journals & Miscellaneous (PMU)	LS	49.90	0.00	0.00	49.90	27.05	0.00	0.00	27.05	54.21%	8.00	0.00	0.00	8.00	16.03%	6.62	0.00	0.00	6.62	13.27%	33.67	0.00	0.00	33.67	67.47%		
3255104	Stationary, Supply, Books, Journals & Miscellaneous (UDF)	LS	15.00	400.00	0.00	415.00	0.00	78.31	0.00	78.31	18.87%	0.00	120.00	0.00	120.00	28.92%	0.00	72.00	0.00	72.00	17.35%	0.00	150.31	0.00	150.31	36.22%		
3211125	Advertisement & Publicity(PMU)	LS	85.45	0.00	0.00	85.45	64.81	0.00	0.00	64.81	75.85%	10.00	0.00	0.00	10.00	11.70%	7.67	0.00	0.00	7.67	8.98%	72.48	0.00	0.00	72.48	84.82%		
3211125	Advertisement & Publicity(Project)	LS	0.26	4.00	0.00	4.26	0.00	2.57	0.00	2.57	60.33%	0.00	2.00	0.00	2.00	46.95%	0.00	0.00	0.00	0.00	0.00%	0.00	2.57	0.00	2.57	60.33%		
3231201	Training & workshop expenses	LS	11.75	2072.13	0.00	2083.88	0.00	1772.88	0.00	1772.88	85.08%	0.00	90.00	0.00	90.00	4.32%	0.00	34.20	0.00	34.20	1.64%	0.00	1807.08	0.00	1807.08	86.72%		
3257101	Consultancy(International, National Staff &	800 mm	931.11	0.00	6564.22	7495.33	0.00	0.00	3752.22	3752.22	50.06%	0.00	0.00	1100.00	1100.00	14.68%	0.00	0.00	818.21	818.21	10.92%	0.00	0.00	4570.43	4570.43	60.98%		

**Table 3.4**  
**Component wise Financial Target, Cumulative Financial and Actual Progress**

Eco Sub-Code	Component/Item Name	Estimated expenses (Tk. In lakh)					Cumulative progress achieved up to June 2022					Targets for the current financial year 2022-2023				Progress up to April 2023 for the current financial year (2022-2023)				Progress from start of project till April 2023						
		Number/quantity	GoB	Project aid		Total cost	GOB	Project aid		Total cost	Actual Item%	Financial (Taka In lakh)			Actual Item %	Financial (Taka In lakh)			Actual Item%	Financial (Taka In lakh)			Actual Item %			
				RPA	DPA			RPA	DPA			GOB	Project aid	Total cost		GOB	Project aid	Total cost		GOB	Project aid	Total cost				
	arrange overseas visit																									
3257101	Upazila Development Facilitator Salary, Incentive, Addl. Charge	200	188.09	10786.00	0.00	10974.09		5834.22		5834.22	53.16%		1500.00		1500.00	13.67%		968.49		968.49	8.83%		6802.71		6802.71	61.99%
3111332	Honorarium (Meeting)	LS	32.39	0.00	0.00	32.39	17.14	0.00	0.00	17.14	52.92%	5.00	0.00	0.00	5.00	15.44%	4.40	0.00	0.00	4.40	13.58%	21.54	0.00	0.00	21.54	66.50%
3257104	Baseline survey, (Beginning, Midterm & Ending)	3	7.50	110.24	0.00	117.74	0.00	60.24	0.00	60.24	51.16%	0.00	25.00	0.00	25.00	21.23%	0.00	0.00	0.00	0.00	0.00%	0.00	60.24	0.00	60.24	51.16%
3257101	Engineering Support & Misc. National Short Term Consultancy	150 mm	16.47	250.24	0.00	266.71	0.00	131.26	0.00	131.26	49.21%	0.00	59.80	0.00	59.80	22.42%	0.00	30.17	0.00	30.17	11.31%	0.00	161.43	0.00	161.43	60.53%
3257104	Survey (Governance Performance Assessment)	2457	13.63	337.44	0.00	351.07	0.00	245.46	0.00	245.46	69.92%	0.00	90.00		90.00	25.64%	0.00	22.52	0.00	22.52	6.41%	0.00	267.98	0.00	267.98	76.33%
3221101	External Audit	1436	7.50	128.96	0.00	136.46	0.00	78.02		78.02	57.17%	0.00	50.00		50.00	36.64%	0.00	28.80	0.00	28.80	21.11%	0.00	106.82	0.00	106.82	78.28%
3211111	Meeting expenses (PMU)	LS	54.30	0.00	0.00	54.30	29.49	0.00	0.00	29.49	54.31%	10.00	0.00	0.00	10.00	18.42%	5.34	0.00	0.00	5.34	9.83%	34.83	0.00	0.00	34.83	64.14%
3211111	Meeting expenses(Component 23)	LS	0.60	6.74	0.00	7.34	0.00	0.98	0.00	0.98	13.35%	0.00	3.00	0.00	3.00	40.87%	0.00	0.00	0.00	0.00	0.00%	0.00	0.98	0.00	0.98	13.35%
3258101	Repair & maint (Motor vehicle)	LS	22.00	0.00	0.00	22.00	0.00	0.00	0.00	0.00	0.00%	9.00	0.00	0.00	9.00	40.91%	4.52	0.00	0.00	4.52	20.55%	4.52	0.00	0.00	4.52	20.55%

**Table 3.4  
Component wise Financial Target, Cumulative Financial and Actual Progress**

Eco Sub-Code	Component/Item Name	Estimated expenses (Tk. In lakh)					Cumulative progress achieved up to June 2022					Targets for the current financial year 2022-2023					Progress up to April 2023 for the current financial year (2022-2023)					Progress from start of project till April 2023					
		Number/quantity	GoB	Project aid		Total cost	GOB	Project aid		Total cost	Actual Item%	GOB	Project aid		Total cost	Actual Item %	GOB	Project aid		Total cost	Actual Item%	GoB	Project aid		Total cost	Actual Item %	
				RPA	DPA			RPA	DPA				RPA	DPA				RPA	DPA				RPA	DPA			
32558102-105	Repair & maint. (Motor cycle, Comp, equip, machine)	LS	13.85	106.50	0.00	120.35	0.00	0.00	0.00	0.00	0.00%	0.00	42.00	0.00	42.00	34.90%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	
3258103	Other Expenses (RPA)	LS	0.00	172.18	0.00	172.18	0.00	243.25	0.00	243.25	141.28%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	0.00	243.25	0.00	243.25	141.28%	
3256103/3258140	Other Expenses	LS	39.77	0.00	0.00	39.77	38.25	0.00	0.00	38.25	96.18%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	38.25	0.00	0.00	38.25	96.18%	
<b>Sub-total (Revenue Component)</b>			8607.12	15035.20	6564.22	30206.54	5781.47	8628.22	3752.22	18161.91	60.13%	3500.00	2131.83	1100.00	6731.83	22.29%	2516.34	1264.26	818.21	4598.81	15.22%	8297.81	9892.48	4570.43	22760.72	75.35%	
<b>(b) Capital Component</b>																											
4112101	Vehicles (1 Jee & 1 Pick-up))	2	133.00	0.00	0.00	133.00	132.56	0.00	0.00	132.56	99.67%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	132.56	0.00	0.00	132.56	99.67%	
4112101	Vehicles (Motorcycle)	201	0.00	211.20	0.00	211.20	0.00	211.06	0.00	211.06	99.93%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	0.00	211.06	0.00	211.06	99.93%	
4112202	Computer (Desktop, Laptop) and Accessories (PMU)	14	9.90	0.00	0.00	9.90	5.84	0.00	0.00	5.84	58.99%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	5.84	0.00	0.00	5.84	58.99%	
4112202	Laptop Computer with Accessories( UDF)	200	0.80	83.50	0.00	84.30	0.00	74.37	0.00	74.37	88.22%	0.00	5.63	0.00	5.63	6.68%	0.00	0.00	0.00	0.00	0.00%	0.00	74.37	0.00	74.37	88.22%	
4113301	Computer Software, Printer, Scanner (PMU)	11	6.61	0.00	0.00	6.61	4.03	0.00	0.00	4.03	60.97%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	4.03	0.00	0.00	4.03	60.97%	
4113301	Computer Software, Ms office (UDF)	400	1.63	25.50	0.00	27.13	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	

**Table 3.4**  
**Component wise Financial Target, Cumulative Financial and Actual Progress**

Eco Sub-Code	Component/Item Name	Estimated expenses (Tk. In lakh)					Cumulative progress achieved up to June 2022					Targets for the current financial year 2022-2023					Progress up to April 2023 for the current financial year (2022-2023)					Progress from start of project till April 2023					
		Number/quantity	GoB	Project aid		Total cost	GOB	Project aid		Total cost	Actual Item%	GOB	Project aid		Total cost	Actual Item %	GOB	Project aid		Total cost	Actual Item%	GoB	Project aid		Total cost	Actual Item %	
				RPA	DPA			RPA	DPA				RPA	DPA				RPA	DPA				RPA	DPA			
4113301	Computer Software, Security Software (UDF)	640	0.84	15.09	0.00	15.93	0.00	5.66	0.00	5.66	35.53%	0.00	10.00	0.00	10.00	62.77%	0.00	0.00	0.00	0.00	0.00%	0.00	5.66	0.00	5.66	35.53%	
4112302	Digital Camera (PMU)	4	1.10	0.00	0.00	1.10	1.10	0.00	0.00	1.10	100.00%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	1.10	0.00	0.00	1.10	100.00%	
4112302	Digital Camera (UDF)	200	0.00	33.67	0.00	33.67	0.00	33.67	0.00	33.67	100.00%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	0.00	33.67	0.00	33.67	100.00%	
4112310	Office equipment (PMU)	LS	3.89	2.00	0.00	5.89	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	
4112314	Furniture & Fixture (PMU)	LS	6.40	0.00	0.00	6.40	10.30	0.00	0.00	10.30	160.94%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	10.30	0.00	0.00	10.30	160.94%	
4112303	Air Conditioner and Electrical Equipment	LS	4.99	0.00	0.00	4.99	4.99	0.00	0.00	4.99	100.00%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	4.99	0.00	0.00	4.99	100.00%	
3256103	Others	LS	0.00	20.03	0.00	20.03	0.00	21.03	0.00	21.03	104.99%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	0.00	21.03	0.00	21.03	104.99%	
4111315	Capital Lumpsum (Sub Project)	1931	7 309.75	8 7039.56	0.00	9 4349.31	0.00	4 2501.23	0.00	4 2501.23	4 5.05%		2 6030.54		26030.54	2 7.59%		1 8994.50		1 8994.50	20.13%		0.00	6 1495.73	0.00	6 1495.73	65.18%
<b>Sub-total (Capital Component)</b>			<b>7478.91</b>	<b>87430.55</b>	<b>0.00</b>	<b>94909.46</b>	<b>158.82</b>	<b>42,847.02</b>	<b>0.00</b>	<b>43,005.84</b>	<b>45.31%</b>	<b>0.00</b>	<b>26046.17</b>	<b>0.00</b>	<b>26046.17</b>	<b>27.44%</b>	<b>0.00</b>	<b>18994.50</b>	<b>0.00</b>	<b>18994.50</b>	<b>20.01%</b>	<b>158.82</b>	<b>61841.52</b>	<b>0.00</b>	<b>62000.34</b>	<b>65.33%</b>	
<b>(C)Physical Contingency</b>			<b>0.00</b>	<b>1000.00</b>	<b>0.00</b>	<b>1000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	

**Table 3.4  
Component wise Financial Target, Cumulative Financial and Actual Progress**

Eco Sub-Code	Component/Item Name	Estimated expenses (Tk. In lakh)				Cumulative progress achieved up to June 2022				Targets for the current financial year 2022-2023				Progress up to April 2023 for the current financial year (2022-2023)				Progress from start of project till April 2023								
		Number/quantity	GoB	Project aid		Total cost	GOB	Project aid		Total cost	Actual Item%	Financial (Taka In lakh)			Actual Item %	Financial (Taka In lakh)			Actual Item%	Financial (Taka In lakh)			Actual Item %			
				RPA	DPA			RPA	DPA			GOB	Project aid			Total cost	GOB	Project aid		Total cost	GoB	Project aid		Total cost		
													RPA	DPA				RPA		DPA				RPA	DPA	
(d) Price Contingency		0.00	1 000.00	0.00	1000.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	
<b>Grand Total (a+b+c+d):</b>		16086.03	104465.75	6554.22	127116.00	5958.67	51456.87	3752.22	61167.76	48.12%	3500.00	28178.00	1100.00	32778.00	25.79%	2516.34	20258.76	818.21	23593.31	18.56%	8475.01	71715.63	4570.43	84761.06	66.68%	

### 3.4 Progress of the Project against Major Activities

#### 3.4.1 Actual Progress by Component

Since its inception, the project is contributing to the achievement of different targets under the Sustainable Development Goals (SDGs) like: No. 1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 14, 15 and 16, through employment creation, economic growth, capacity development of health facility and infrastructure development.

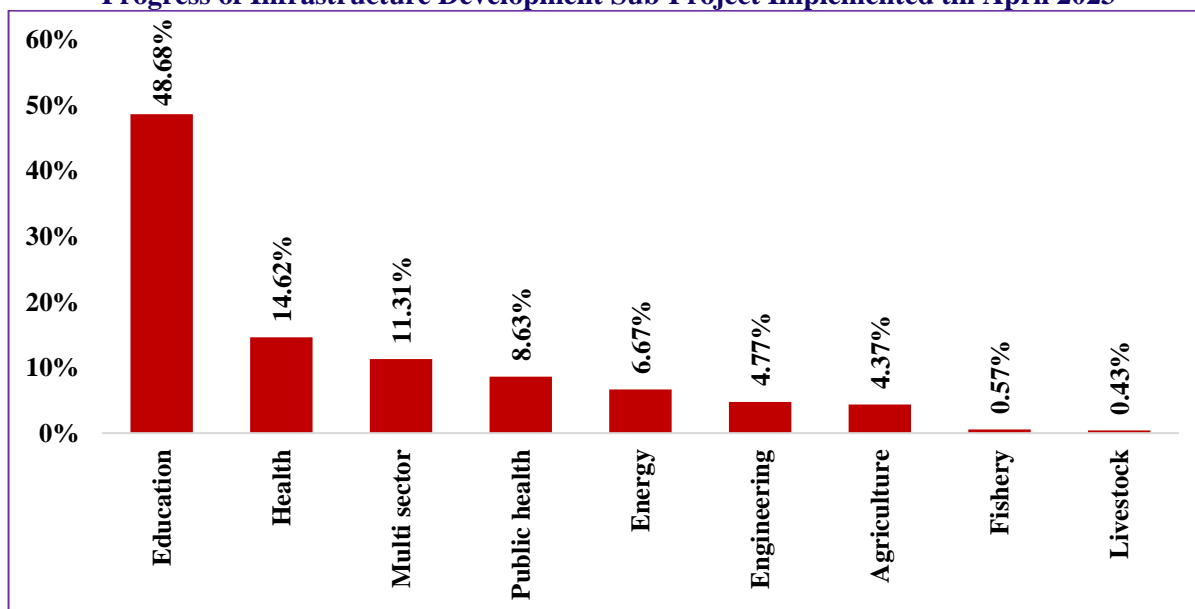
#### Component 1

**Infrastructure Sub-Projects:** A total of 3,378 projects have been implemented under the infrastructure sub-project (Table 3.5.1). Among these, the largest number of projects are in the education sector with 1,543 (45.68%). 207,312,634.7 taka has been spent on the implementation of 1,543 projects in the education sector, which is 48.64% of the total expenditure on infrastructure sub-projects. Besides, 614 (18.18%) in public health sector, 266 (7.89%) in public health sector, 197 (7.88%) in agriculture sector, 340 (10.06%) in engineering sector and 147 (4.35%) in energy sector, and in multi sector 234 (6.93%) sub-projects have been implemented.

**Table 3.5.1**  
**Progress of Infrastructure Development Sub-Projects Implemented till April 2023**

Sl no	Sector	Number of Sub-Project	Beneficiaries (Male)	Beneficiaries (Female)	Beneficiaries (Third Gender)	Total Beneficiaries	Project Management Unit Approved (Amount TK)	% of total cost
1	Education	1,543	2,044,804	2,013,587	190	4,058,581.00	2073126347	48.64%
2	Health	614	5,453,479	5,965,513	2,334	11,421,326.00	623119519	14.62%
3	Public health	266	911,080	838,334	921	1,750,335.00	367676725	8.63%
4	Agriculture	197	660,484	582,196	393	1,243,073.00	186331045	4.37%
5	Energy	147	2,017,231	1,692,779	987	3,710,997.00	284245924	6.67%
6	Engineering	340	1,101,458	818,894	659	1,921,011.00	203470102	4.77%
7	Fisheries	15	47,000	23,940	50	70,990.00	24355830	0.57%
8	Livestock	22	118,990	69,623	0	188,613.00	18206835	0.43%
9	Multi sector	234	1,909,788	1,755,905	722	3,666,415.00	481929534	11.31%
<b>Total</b>		<b>3,378</b>	<b>14,264,314</b>	<b>13,760,771</b>	<b>6,256</b>	<b>28,031,341.00</b>	<b>4262461861</b>	<b>100.00%</b>

**Bar Chart 3.3**  
**Progress of Infrastructure Development Sub-Project Implemented till April 2023**



Source: Project Office

To deal with the situation of Covid-19 pandemic, 357 upazilas under the 4th phase have been sanctioned a minimum of 10 lakh taka for the purpose of medical supplies, area-specific ambulances for transporting patients and purchase, installation and use of hand washing materials in schools. Out of this, central oxygen has been provided to 124 Upazila Health Complexes to deal with the Covid-19 pandemic situation.

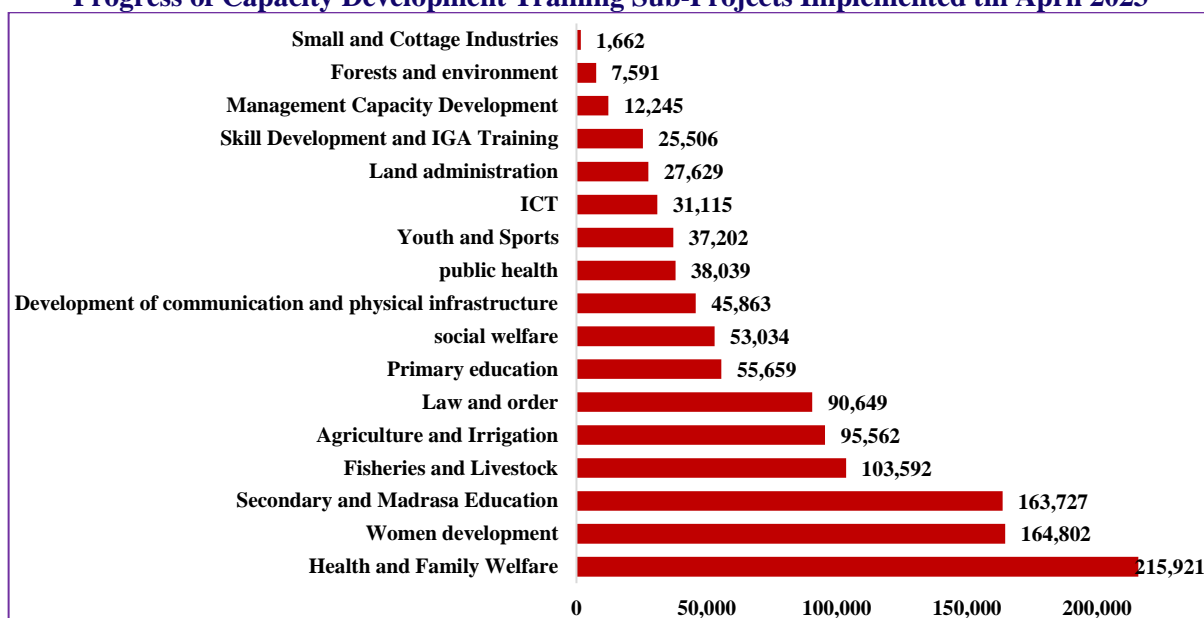
**Capacity Development Sub-Projects:** A total of 9,389 projects have been implemented in the capacity development sub-sector and the total expenditure has been Tk.152,75,757. A total of 11,69,652 persons (45.86% women) have been trained under all these trainings. Table 3.5.2 below shows the sector-wise number of trainees, amount spent and percentage of total expenditure.

**Table 3.5.2**  
**Progress of Capacity Development Training Sub-Projects Implemented till April 2023**

Sl no	Sector	Number of Sub-Project	Beneficiaries (Male)	Beneficiaries (Female)	Beneficiaries (Third Gender)	Total Beneficiaries	Project Management Unit Approved Amount (TK)	% of total expenditure
1	Primary education	467	31,208	24,451	0	55,659	750,76,211.60	4.91%
2	Secondary and Madrasha Education	998	84,538	79,189	0	163,727	158,289,942.52	10.36%
3	Women development	775	65,330	99,427	45	164,802	125,128,816.55	8.19%
4	Skill Development and Income Generation Activity (IGA) Training	591	14,628	10,852	26	25,506	100,109,838.29	6.55%
5	Public health	150	17,601	20,424	14	38,039	21,929,328.00	1.44%
6	Health and Family Welfare	1147	63,133	152,788	0	215,921	183,389,265.80	12.01%
7	Social welfare	336	28,825	24,195	14	53,034	71,579,901.80	4.69%
8	Youth and Sports	709	26,468	10,705	29	37,202	126,194,395.75	8.26%
9	Agriculture and Irrigation	1028	70,325	25,237	0	95,562	158,205,116.56	10.36%
10	Fisheries and Livestock	1287	74,632	28,960	0	103,592	198,061,880.95	12.97%
11	Forests and environment	42	4,295	3,296	0	7,591	6,181,321.60	0.40%
12	Small and Cottage Industries	47	603	1,058	1	1,662	7,243,440.00	0.47%
13	Management Capacity Development	161	9,288	2,957	0	12,245	23,224,730.20	1.52%
14	ICT	543	21,527	9,588	0	31,115	94,709,912.05	6.20%
15	Development of communication and physical infrastructure	472	37,008	8,852	3	45,863	74,938,401.90	4.91%
16	Land administration	244	20,059	7,570	0	27,629	38,235,200.80	2.50%
17	Law and order	392	63,752	26,883	14	90,649	65,083,052.40	4.26%
<b>Total</b>		<b>9389</b>	<b>633,220</b>	<b>536,432</b>	<b>146</b>	<b>1,169,798</b>	<b>1527580756.77</b>	<b>100.00%</b>

UGDP has successfully worked with local government departments and upazila parishads to deal with the Covid-19 situation. The UDFs have implemented various government assistance programs under the direction of the upazila administration. In the 4th phase, 357 upazilas have been allocated a minimum of 01 (one) lakh taka in each upazila for training, camps, workshops, etc., and these activities have been successfully implemented in 296 upazilas.

**Bar Chart 3.4**  
**Progress of Capacity Development Training Sub-Projects Implemented till April 2023**



*Source: Project Office*

Since the target no. of beneficiaries under this component are not mentioned in the RDPP, it is not possible to show the overall progress of this sector.

## **Component 2**

Through this component, upazila parishads have become people-friendly parishads through capacity building training of public representatives, related officials of government offices/local government division, and upazila development facilitators at the upazila level.

A total of 9,365 officials and public representatives have been imparted basic training through NILG, BARD and RDA in 186 batches on upazila parishad planning and service delivery upazila level public representatives, officers and project field level officers.

### **Sub-Component 2.1**

A day-long annual progress review workshop was conducted with 1040 officers and public representatives of 357 upazilas and 195 UDFs under the project.

181 upazila chairmen and upazila executive officers of 115 backward upazilas have been provided day-long skill development training. This training was given to provide assistance in upazila capacity development activities. Similarly, 2,460 officials of 492 upazilas (Upazila Chairman, UNO, Assistant Programmer and 2 CAs of each upazila), 200 UDFs and 10 UICDP District Coordinators were trained on online performance assessment and information delivery system on the upazila web portal throughout the day. Training is provided on the procedure. All upazilas have completed data submission and review of online performance assessment and analysis is ongoing. A total of 12,961 people participated in 23 trainings of 11 types in this component.

### **Sub-Component 2.2**

Under this component basic training was provided to 200 UDFs and 3-day residential refresher training to 194 UDFs and a total of 22 trainings of 7 types provided. Trainings have been given regarding preparation of upazila development plans, completion of procurement activities as following government rules, and providing assistance to upazila parishads.



### **3.4.2 Evaluation System of Upazila Parishad**

UGDP disburses development funds as Performance Based Allocation (PBA) to selected upazilas to achieve project objectives and simultaneously provides support for skill development in all upazilas. The average amount of PBA is Tk 50.00 lakh per upazila per year. According to the plan, the number of selected upazilas is increased from 100 to 200, 300 and 400 every year based on the results of efficiency development and finally all the total 492 upazilas have been covered under this project. Every year, the performance of selected upazilas is evaluated by an independent organization based on certain prerequisites. The evaluated upazilas are arranged in order from highest to lowest based on the marks obtained on their efficiency.

In early 2021, the fifth and final performance appraisal under the UGDP was launched. In this evaluation, out of 492 upazilas, 475 upazilas have been selected as successful upazilas by fulfilling all the prerequisites for skill development. The results of the fifth performance evaluation reflect that the general administrative capacity of Upazila Parishads has improved gradually since the first phase as a result of the activities of the Upazila Governance and Development Project. It can be assumed that, this development has been possible due to realizing the importance of the upazilas by all the stakeholders and their continuous and collective efforts for its development.

Based on the results of the survey, 104 successful upazilas were selected in the 1st year, 200 in the 2nd year, 300 in the 3rd year, 357 in the 4th year, and 475 in the 5th year. Annual PBA allocation for each selected upazila is Tk. 50.00 lakhs. However, the Project Management Unit (PMU) has provided additional allocation to each upazila in the order of obtaining higher marks selected in the 5th phase based on the recommendation of the Allocation Committee.

Besides, mid-term evaluation survey of the project was conducted in 2020-21. This survey has been conducted based on qualitative data in 52 upazilas included in the project and 13 upazilas outside the project. The results of the survey showed that all the participants at the upazila level of the project were well aware of the UGDP activities although there were differences of opinion regarding their need-based priorities. Elected representatives of Upazila Parishad, UNO and other stakeholders have received training from the project. However, female vice chairpersons of Upazila Parishad were ahead of others in receiving training.

### **3.5 Progress of Implementation of Overall Procurement Activities**

This part of the report reviews whether the Government Procurement Policy PPA-2006 and PPR-2008 have been properly followed or any deviation from the policy as per the procurement plan of goods, works and services described in the DPP. Amount/collection of goods, works and services under different packages with DPP allocation, type of procurement method, approving authority, increase or decrease in estimated and actual cost or contract price, tender invitation, contract signing, and extension of contract execution etc. have been included in the observation report.

#### **DPP Targets and Actual Progress of the Project Procurement Package**

The DPP's procurement plan includes a total of 90 packages including 45 packages in the goods sector, 6 packages in the works/works sector, and 39 packages in the service sector. 429.49 lakhs is planned for procurement of 4 packages in OTM method, 2 packages in DPM method, 39 packages in RFQ method in goods sector. According to the information received so far, the

total estimate for procurement of 21 packages in the goods sector is Tk. 511.79 lakhs, and expenditure on procurement is Tk.481.82 lakhs (93.91% of expenditure estimate). **In the work sector**, 663,24.90 lakh taka (68.66% of estimated expenditure of taka 965,99.00 lakh) has been allocated through sub-projects in 475 upazilas in 6 packages. Total expenditure on **service** sector was Tk. 5342.43 lakh (85.79% of estimated expenditure Tk. 6227.18 lakh). Out of 11 packages of service sector, one package (SD-26) divided into 4 lots was actually procured. No deviation of actual procurement from original procurement plan as described in DPP has been observed in terms of procurement procedure.

Detailed information on overall procurement implementation progress is included in Tables 3.6, 3.7, and 3.8:

**Table 3.6**  
**Procurement Information related to Goods: Planned and Actual**

DPP	Package no	Description of Procurement Package as per DPP: GOODS	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual Contract Price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative Dates				Remarks
											Invitation for tender	Signing of Contract	Completion of Contract	The period of contract extension/reduction	
Actual	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
DPP	GD-01	Motor Cycle (UDF)	No.	200	OTM	PD	JICA	210.00		7.14% less	19.07.17	24.08.17	21.09.17	2 days more	The contract was executed after 1 month compared to the estimated time of RDPP. Procurement work has been done as per PPA, PPR.
Actual	UGDP/GD-01	Motor Cycle (UDF)	No.	200	OTM	PD	JICA	228.00	195.00		19.07.17	28.09.17	27.10.17		
DPP	GD-02	Laptop Computer and Accessories	No.	200	OTM	PD	JICA	80.00		2.15% more	12.07.17	10.08.17	24.08.17	100 days more	Procurement at 2.15% higher than RDPP and contract executed after 1 month 2 days. Purchase work has been completed as per PPA, PPR.
Actual	UGDP/GD-02	Laptop Computer and Accessories	No.	200	OTM	PD	JICA	84.00	81.72		10.07.17	12.09.17	22.01.18		
DPP	GD-03	Digital Camera (UDF)	No.	200	OTM	PD	JICA	34.00		8.82% more	10.08.17	11.09.17	08.10.17	3 days less	Although this package was planned to be procured in Annual Procurement Plan 2017-18, it was actually procured in 2018-19. Procurement at 8.82% higher than RDPP and deal executed after approximately 1 year 1 month 2 days. Procurement work has been completed as per PPA, PPR.
Actual	UGDP/GD-03	Digital Camera (UDF)	No.	200	OTM	PD	JICA	39.60	37.00		08.07.18	04.10.18	29.10.18		
DPP	GD-04	Vehicle (Jeep)	No.	1	DPM	PD	GoB	76.00		12.78% less	12.02.17	14.04.17	15.06.17	Two packages (GD-04, GD-12) included in RDPP into one package (UGDP/GD-06) Procurement is planned. Accordingly two vehicles were Procurement at 12.78% less than the estimated price. Procurement work has been completed as per PPA, PPR. 2nd Revised DPP could have incorporated updated information on actual procurement activities.	
	GD-12	Vehicle (pick up)	No.	1	RFQ	PD	GoB	57.00			12.02.17	14.04.17	20.08.17		
Actual	UGDP/GD-06	Car (1-Jeep & 1-Pick up)	No.	1	OTM/DP M	PD	GoB	133.00	116.68		08.04.17	17-06-17			

**Table 3.6**  
**Procurement Information related to Goods: Planned and Actual**

DPP	Package no	Description of Procurement Package as per DPP: GOODS	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual Contract Price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative Dates				Remarks
											Invitation for tender	Signing of Contract	Completion of Contract	The period of contract extension/reduction	
Actual	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
DPP	GD-05	Dekstop Computer	No.	11	RFQ	PD	GoB	4.40		0.23% less	20.03.17	20.04.17	30.04.17	16 days more	Procurement at 0.23% less than RDPP and deal executed after about 1 month. Procurement work has been completed as per PPA, PPR.
Actual	UGDP/GD-05	Computer and Accessories for (PMU)	No.	11	RFQ	PD	GoB	4.40	4.39		02.05.17	18.05.17	13.06.17		
DPP	GD-06	Software (Tally, Office, Security) for PMU	No.	11	RFQ	PD	GoB	3.95			As per proc.	As per proc.	As per proc.		
Actual															
DPP	GD-07	Digital Camera (PMU)	No.	4	RFQ	PD	GoB	1.12		1.79% less	15.01.17	30.01.17	10.02.17		Although the Procurement of this package is not mentioned in the annual Procurement plan 2016-17, in fact the package has been Procurement as per the Procurement plan of RDPP in the financial year 2016-17.
Actual	UGDP/GD-11	Digital Camera (PMU)	No.	4	RFQ	PD	GoB	1.12	1.10		02.05.17	21.05.17	07.06.17		
DPP	GD-08	Equipment-Photocopier	No.	1	RFQ	PD	GoB	3.90		0.26% less	20.11.16	25.01.17	15.02.17	6 days more	Although the Procurement of this package is not mentioned in the annual Procurement plan 2016-17, in fact the package has been procurement as per the Procurement plan of RDPP in the financial year 2016-17.
Actual		Photocopier (PMU)	No.	1	RFQ	PD	GoB	3.90	3.89		11.05.17	24.05.17	20.06.17		
DPP	GD-09	Furniture (Desk, side table, Chair for PMU)	Set	2	RFQ	PD	GoB	3.70		4.05% less	20.11.16	25.01.17	15.02.17	6 days more	Procurement at 4.05% less than RDPP and deal executed after about 9 months. Procurement have been executed as per PPA, PPR. 2nd Revised DPP could have incorporated updated information on actual procurement activities.
Actual	UGDP/GD-07	Office Furniture & fixture for (PMU)	Set	1	RFQ	PD	GoB	3.70	3.55		10-10-17	31-10-17	25-11-17		
DPP	GD-10	Air Conditioner (PMU)	No.	5	RFQ	PD	GoB	5.00		0.02% less	17.03.17	20.03.17	10.04.17	41 days more	Procurement at 0.02% less than RDPP and deal executed after about 1 month.
Actual	UGDP/	Air Conditioner	No.	5	RFQ	PD	GoB	5.00	4.99		15-03-17	17-04-17	28-06-17		

**Table 3.6**  
**Procurement Information related to Goods: Planned and Actual**

DPP	Package no	Description of Procurement Package as per DPP: GOODS	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual Contract Price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative Dates				Remarks
											Invitation for tender	Signing of Contract	Completion of Contract	The period of contract extension/reduction	
Actual	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
	GD-07														Procurement work has been completed as per PPA, PPR.
DPP	GD-11	IPS(PMU)	No.	2	RFQ	PD	GoB	2.00		17.5% more	15.06.17	20.7.17	30.07.17	Estimated timeThe work of the contract was completed within the period (20 days).	Although the procurement of this package is not mentioned in the annual procurement plan 2016-17, in fact the package has been procurement as per the procurement plan of RDPP in the financial year 2016-17. However, the product was procured at a cost of 17.5% more than the estimate.
Actual		IPS(PMU)	No.	2	RFQ	PD	GoB	2.00	2.35		02.05.17	18.05.17	07.06.17		
DPP	GD-13	Laser Printer (PMU) & Scanner	No.	8&8	RFQ	PD	GoB	2.53		50.59% less	12.02.17	14.04.17	20.08.17		Procurement agreement executed at 50.59% lower price than RDPP. Procurement work has been completed as per PPA, PPR. 2nd Revised DPP could have incorporated updated information on actual procurement activities.
Actual	UGDP/GD-08	Duplex Laser Printer (PMU) & Scanner	No.	8&8	RFQ	PD	GoB	2.53	1.25		08-10-17	31-10-17			
DPP	GD-14	Diary-2018	No.	1500	RFQ	PD	GoB	4.00		6.50% more	01.08.17	31.10.17	30.11.17		Although the procurement of this package is not mentioned in the annual procurement plan 2017-18, in fact the package has been procurement as per the procurement plan of RDPP in the financial year 2017-18. However, the product was procured at a cost of 17.5% more than the estimate.
Actual		Diary-2018	No.	1500	RFQ	PD	GoB	4.00	4.26						
DPP	GD-15	Laptop (PMU)	No.	2	RFQ	PD	GoB	2.00		27% less	10.03.21	15.04.21	10.05.21	13 days less	Procurement at 27% less than RDPP and contract executed after about 6 months.

**Table 3.6**  
**Procurement Information related to Goods: Planned and Actual**

DPP	Package no	Description of Procurement Package as per DPP: GOODS	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual Contract Price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative Dates				Remarks
											Invitation for tender	Signing of Contract	Completion of Contract	The period of contract extension/reduction	
Actual	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
Actual	UGDP/GD-15	Laptop	No.	2	RFQ	PD	GoB	2.00	1.46		26.10.21	31.10.21	11.11.21		Procurement work has been completed as per PPA, PPR.
DPP	GD-16	LED Monitor (PMU)	No.	1	RFQ	PD	GoB	1.54			10.03.21	15.04.21	05.5.21		
Actual															
DPP	GD-17	Motor Cycle for Project office	No.	1	RFQ	PD	JICA	1.35		0.74% less	05.02.21	06.03.21	21.03.21	3 days less	Procurement at 0.74% less than RDPP and deal executed after about 7 months. Procurement work has been completed as per PPA, PPR.
Actual	UGDP/GD17/2	1 Motor Cycle			RFQ	PD	JICA	1.35	1.34		26.10.21	31.10.21	11.11.21		
DPP	GD-18	Mobile Internet Modem for UDF	No.	200	RFQ	PD	JICA	1.75			24.09.17	23.10.21	15.11.17		
Actual															
DPP	GD-19	Diary-2019	No.	1700	RFQ	PD	GoB	5.00		0.4% less	10.08.18	31.10.18	30.11.18	9 days more	Procurement at 0.4% less than RDPP and deal executed after about 1 month. However, 350 diaries were collected less than estimated. Procurement work has been completed as per PPA, PPR.
Actual	UGDP/GD-16/1	Diary-2019	No.	1350	RFQ	PD	GoB	5.00	4.98		15.11.18	22.11.18	31.12.18		
DPP	GD-20	Computer Security Software for UDF	No.	200	RFQ	PD	JICA	1.75			22.04.18	21.05.18	05.06.18		
Actual		Computer Security Software for UDF													
DPP	GD-21	Computer Security Software for UDF	No.	200	RFQ	PD	JICA	1.75			18.03.19	20.04.19	17.06.19		
Actual		Computer Security Software for UDF													
DPP	GD-22	Computer Security Software for UDF	No.	200	RFQ	PD	JICA	1.75			13.03.20	12.03.20	30.03.20		
Actual															

**Table 3.6**  
**Procurement Information related to Goods: Planned and Actual**

DPP	Package no	Description of Procurement Package as per DPP: GOODS	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual Contract Price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative Dates				Remarks
											Invitation for tender	Signing of Contract	Completion of Contract	The period of contract extension/reduction	
Actual	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
DPP	GD-23	Diary-2020	No.	1700	RFQ	PD	GoB	5.00		0.6% less	01.08.19	31.10.19	30.11.19	1 days less	Procurement at 0.6% less than RDPP and the deal was completed about 20 days earlier. However, although 1700 diaries are mentioned as quantity in the plan, it is mentioned here as 'wholesale' in the annual Procurement plan. Actually 1700 diaries were procurement. Procurement work has been completed as per PPA, PPR.
Actual	UGDP/GD-16/1	Annual Diary-2020	No	Ls	RFQ	PD	GoB	5.00	4.97		29.09.19	10.10.19	09.12.19		
DPP	GD-24	Computer Security Software for UDF	No.	200	RFQ	PD	JICA	1.75			24.04.21	25.04.21	05.05.21		
Actual		Computer Security Software for UDF													
DPP	GD-25	Computer Security Software for UDF	No.	200	RFQ	PD	JICA	1.75			15.10.22	22.11.22	30.11.22		
Actual															
DPP	GD-26	Diary-2021	No.	2000	RFQ	PD	GoB	5.00		0.6% less	01.08.20	31.10.20	30.11.20	30 days .more	Procurement at 0.6% less than RDPP and executed after 26 days. However, although the quantity mentioned in the estimate is 2000 diaries, in the annual Procurement plan it is mentioned here as 'bulk'. Procurement work has been completed as per PPA, PPR.
Actual	UGDP/GD-17	Annual Diary-2021	No	Ls	RFQ	PD	GoB	5.00	4.97		19.11.2020	26-11-2020	30-12-2020		
DPP	GD-27	Computer Software (Microsoft Office), UDF	No.	200	RFQ	PD	JICA	20.00			10.03.21	05.05.21	15.06.21		
Actual															
DPP	GD-28	Mobile Internet Modem	No.	200	RFQ	PD	JICA	4.00			24.04.21	24.04.21	05.05.21		
Actual															
DPP	GD-29	Almirah (3) & Shelf (18)	No.	3&18	RFQ	PD	GoB	5.00			14.04.21	15.04.21	30.04.21		
Actual															

**Table 3.6  
Procurement Information related to Goods: Planned and Actual**

DPP	Package no	Description of Procurement Package as per DPP: GOODS	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual Contract Price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative Dates				Remarks
											Invitation for tender	Signing of Contract	Completion of Contract	The period of contract extension/reduction	
Actual	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
DPP	GD-30	Fridge	No.	1	RFQ	PD	GoB	0.3			24.04.21	25.04.21	05.05.21		
Actual															
DPP	GD-31	Books, Journals Newspaper, Computer, Printer and Photocopier Accessories (Toner, Cartidge, Security Software etc. PMU)	No.	LS	RFQ	PD	GoB	3.00			24.09.17	23.10.17	15.11.17		
Actual															
DPP	GD-32	Books, Journals Newspaper, Computer, Printer and Photocopier Accessories (Toner, Cartidge, Security Software etc. PMU)	No.	LS	RFQ	PD	GoB	3.00			18.03.19	20.04.19	17.06.19		
Actual															
DPP	GD-33	Books, Journals Newspaper, Computer, Printer and Photocopier Accessories (Toner, Cartidge, Security Software etc. PMU)	No.	LS	RFQ	PD	GoB	3.00			13.03.20	12.03.20	30.03.20		
Actual															
DPP	GD-34	Books, Journals Newspaper, Computer, Printer and Photocopier Accessories (Toner, Cartidge, Security Software etc. PMU)	No.	LS	RFQ	PD	GoB	5.00			24.04.21	25.04.21	05.05.21		
Actual															
DPP	GD-35	Diary-2022	No.	1700	RFQ	PD	GoB	5.00			01.08.21	31.10.21	30.11.21		
Actual	UGDP/G D35	Annual Diary-2022	No	LS	RFQ	PD	GoB	5.00	4.96	0.8% less	23.11.21	08.12.21	10.12.20	27 days less	Procurement at 0.8% less than RDPP and executed after 1 month 8 days. However, although the estimate mentions 1700 diaries as the quantity, the annual procurement plan mentions it here as 'wholesale'. Procurement work has been completed as per PPA, PPR.



**Table 3.6**  
**Procurement Information related to Goods: Planned and Actual**

DPP	Package no	Description of Procurement Package as per DPP: GOODS	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual Contract Price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative Dates				Remarks
											Invitation for tender	Signing of Contract	Completion of Contract	The period of contract extension/reduction	
Actual	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
DPP	GD-36	Books, Journals Newspaper, Computer, Printer and Photocopier Accessories (Toner, Cartidge, Security Software etc. PMU)	No.	LS	RFQ	PD	GoB	5.00			14.01.22	25.02.22	15.03.22		
Actual															
DPP	GD-37	Desk for Staff & Chair for officers (2&3)	No.	2 & 3	RFQ	PD	GoB	2.20			01.08.22	15.09.22	30.11.22		
Actual															
DPP	GD-38	Diary-2023	No	2000	RFQ	PD	GoB	5.00			01.08.22	31.10.22	30.11.22		
Actual															
DPP	GD-39	Printing of success story(22-23)	No.	1800	RFQ	PD	JICA	5.00			01.12.22	31.12.22	15.02.23		
Actual															
DPP	GD-40	Preparation/publishing of video documentary (22-23)	No.	1	RFQ	PD	JICA	10.00			01.08.22	15.09.22	15.01.23		
Actual															
DPP	GD-41	Diary-2024	No.	2000	RFQ	PD	GoB	5.00			01.08.23	31.10.23	30.11.23		
Actual															
DPP	GD-42	Printing of success story(23-24)	No.	1800	RFQ	PD	JICA	5.00		40.80% less	01.12.23	31.12.23	15.02.23	22 days less	Although the procurement of this package is not mentioned in the Annual procurement Plan 2021-22, in fact the package has been purchased as per the procurement plan of RDPP in the financial year 2021-22. procurement at 40.80% less than RDPP and contract completed 23 days earlier.
Actual	UGDP/ GD32	Publishing success story	No.	Ls	RFQ	PD	JICA	5.00	2.96		23.11.21	08.12.21	22.12.21		
DPP	GD-43	Preparation/publishing of video documentary (23-24)	No.	1	RFQ	PD	JICA	10.00			01.08.23	15.09.23	15.01.24		
Actual															
DPP	GD-44	Printing of progress report	No.	1800	RFQ	PD	JICA	5.00			01.12.23	31.12.23	15.02.24		
Actual															

Source: DPP & Project Office

### **Observation: Procurement of goods**

According to Table 3.6, out of 17 packages of products, 3 packages were procured by OTM method, 1 package by DPM method and 13 packages by RFQ method. No deviation was observed in the actual and estimated purchase pattern. However, the **GD03** package is actually procured in 2018-19 even though it is planned to be procured in 2017-18 in the annual procurement plan. On the other hand, the **GD08** package is not mentioned in the annual purchase plan 2016-17 but in fact the package has been purchased as per the purchase plan of RDPP in the financial year 2016-17. Similarly, the **GD11** package is not mentioned in the Annual Purchase Plan 2016-17 for purchase of this package but in fact the package has been purchased as per the purchase plan of RDPP in FY 2016-17. Package No. **GD04**, **GD12** have been merged into 1 package at 12.78% lower price. Although procurement of **GD22** package is not mentioned in the Annual Procurement Plan 2021-22, in fact the package has been procured as per procurement plan of RDPP in FY 2021-22. That is, considerable weakness has been observed in formulating the annual procurement plan.

**Table 3.7**  
**Procurement Information related to Works: Planned and Actual**

DPP	Package no	Description of Procurement Package as per DPP: Works	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual Contract Price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative Dates				Remarks
											Invitation for tender	Signing of Contract	Completion of contract	The period of contract extension/reduction	
Actual	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
DPP	WD1	Improving Service Delivery-I (Sub-projects)	Upazila	104	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	4,524.00		11.26% more	01.06.17	01.01.18	15.06.19		Procurement in CD and Infra sector was carried out at 11.26% higher than DPP estimates.
Actual		Improving Service Delivery-I (Sub-projects)	Upazila	104	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	5040.29 (CD- 1040.00 Infra- 4000.29)	5033.2 (CD- 1033.00 Infra- 4000.29)						
DPP	WD2	Improving Service Delivery-II (Sub-projects)	Upazila	200	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	10,200.00		1.76% less	01.09.18	01.01.19	15.06.20		Procurement in CD and Infra sector was executed at 1.76% lower than DPP estimate.
Actual		Improving Service Delivery-II (Sub-projects)	Upazila	200	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	10027.00 (CD- 1990.00 Infra- 8037.00)	10020.33 (CD-1983.33 Infra-8037.0)						
DPP	WD3	Improving Service Delivery-III (Sub-projects)	Upazila	300	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	15,000.00		3.40% less	10.09.19	10.01.20	15.03.21		Procurement in CD and Infra sector has been executed at 3.40% lower than DPP estimates.
Actual		Improving Service Delivery-III (Sub-projects)	Upazila	300	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	14505.33 (CD- ২৯৭০.০০ Infra- 11535.3)	14489.91 (CD- 2954.58 Infra-11535.33)						
DPP	WD4	Improving Service Delivery-IV (Sub-projects)	Upazila	357	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	20,000.00		8.68% less	15.09.20	15.01.21	15.06.21		Procurement in CD and Infra sector was executed at 8.68% lower than DPP estimate.
Actual		Improving Service Delivery-IV (Sub-projects)	Upazila	357	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	19428.90 (CD- 3550.00 Infra- 15878.90)	18264.55 (CD- 3074.02 Infra-15190.53)						
DPP	WD5	Improving Service Delivery-V (Sub-projects)	Upazila	475	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	24,600.00		24.73% less	15.09.21	15.01.22	15.06.22		Procurement in CD and Infra sector has been executed at 24.73% less
Actual		Improving Service Delivery-V (Sub-projects)	Upazila	475	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	26833.80 (CD- 4590.00 Infra-	18516.82 (CD- 3478.98 Infra-15037.84)						

**Table 3.7**  
**Procurement Information related to Works: Planned and Actual**

DPP	Package no	Description of Procurement Package as per DPP: Works	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual Contract Price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative Dates				Remarks
											Invitation for tender	Signing of Contract	Completion of contract	The period of contract extension/reduction	
Actual	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
								22243.80)							than DPP estimates.
DPP	WD6	Improving Service Delivery-V (Sub-projects)	Upazila	495	CD-DPM Infra-OTM	Upazila Parishad Chairman	JICA	22,275.00			15.09.22	15.01.23	15.06.23		
Actual															
	<b>Total Value of Works Procurement</b>							<b>96,599.00</b>	<b>66324.90</b>						

*Source: DPP & Project Office*

### Observation: Completion/Collection of Tasks

According to Table 3.7, a total of 6 work packages described in DPP have been allocated through 1931 sub-projects in 475 upazilas. The main activity of the project is to implement sub-projects through these 6 packages to strengthen the Upazila Parishad system to meet the needs of the local people. For this purpose, every year about 50.00 lakh rupees has been provided from the work package to the upazilas that have passed the evaluation process of UGDP projects for the implementation of sub-project units. The source of finance in this sector is loan assistance from JICA.

Information against 5 packages received from project office. Each work package includes CD (Capacity Development) and Infra (Infrastructure). In the CD (Capacity Development) sector, the various offices of the Upazila Parishad have been provided training for local people's skills and in the Infra (Infrastructure) sector, OTM system has been used to develop the infrastructure along with the local demand based education, health, agriculture sector materials have been provided. 11.26% more money has been spent in 104 upazila parishads from the project against the WD1 package estimate as stated in the DPP. However, less money has been spent on upazila parishads against the estimates for WD2, WD3, WD4, and WD5 packages. Three case studies on procurement of sub-projects implemented through this sector are described in sub-section 3.5.1.

**Table 3.8  
Procurement Information related to Services: Planned and Actual**

DPP	Package no	Description of Procurement Package as per DPP: Works	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual Contract Price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative Dates					Remarks
											Invitation for EOI	Issue of RFP	Signing of Contract	Completion of Contract	The period of contract extension/reduction	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
DPP	SD-1	Consultancy (International, National Staff & arrange of overseas visit)	MM	503	QBS (ICB)	HOPE	JICA	5619.36		13.08% Less	12.01.17	02.03.17	01.06.17	31.12.24	551 days less	The procurement price was 13.08% less than the RDPP and the contract was executed after about 18 months.
Actual	UGDP/SD1	Consultancy (International, National Staff & arrange of overseas visit)	MM	503	QBS (ICB)	HOPE	JICA	5619.36	4884.12		05-04-16	10.05.17	04.12.18	31.12.24		
DPP	SD-2	Training, workshop	Batch	6	DPM (BARD, RDA, NILG, ESCB)	PD	JICA	36.49			03.07.16	-	05.10.16	30.06.17		
Actual																
DPP	SD-3	Baseline survey of Upazila	No.	1	QCBS	PD	JICA	28.80		38.30 % More	08.03.17	23.05.17	31.07.17	30.11.17		Procurement at 38.30% higher price than RDPP.
Actual	UGDP/SD3	Baseline survey of Upazila	No.	1	QCBS	PD	JICA		39.83 (with out VAT & TAX)		06.04.17	27.04.17/07.05.17	12.09.17			
DPP	SD-4	Training, workshop	Batch	23	DPM (BARD, RDA, NILG, ESCB)	PD	JICA	136.25			13.07.17	-	15.10.17	30.06.18		
Actual																
DPP	SD-5	Governance Performance Assessment 2 <sup>nd</sup>	No.	1	QCBS	PD	JICA	96.72		25.56% Less	08.03.17	23.05.17	03.08.17	15.01.18		Procurement at 25.56% less than RDPP and contract executed after about 1 month.
Actual	UGDP/SD4	Governance Performance Assessment 2 <sup>nd</sup>	No.	1	QCBS	PD	JICA	96.72	72.00 (with out VAT & TAX)		06.04.17	27.04.17/07.06.17	12.09.17			
DPP	SD-6	Staff Hiring (out sourcing)	No.	8 Staff	OTM	PD	GoB	100.00		0.00%	26.07.17	27.08.17	30.10.17	30.06.17		Services are procured through tender as per decision of PEC Committee
Actual	UGDP/ NCS-01	Staff Hiring (out sourcing)	No.	18 Staff	OTM	PD	GoB	100.00	100.00		06.04.17	27.04.17/07.06.17	12.09.17			

**Table 3.8**  
**Procurement Information related to Services: Planned and Actual**

DPP	Package no	Description of Procurement Package as per DPP: Works	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual Contract Price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative Dates					Remarks
											Invitation for EOI	Issue of RFP	Signing of Contract	Completion of Contract	The period of contract extension/reduction	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
DPP	SD-7	Training, workshop	Batch	28	DPM (BARD, RDA, NILG, ESCB)	PD	JICA	167.47			15.07.18	-	23.10.18	30.06.19		
Actual																
DPP	SD-8	Individual Consultant for Infrastructure Engineering Support	MM	4	Simple Time Based	PD	JICA	6.30			26.07.17	-	31.08.17	30.06.18		
Actual																
DPP	SD-9	Individual Consultant for Infrastructure Engineering Support	No.	1	RFQ	PD	JICA	4.50			26.07.17	25.09.17	15.11.17	15.03.18		
Actual																
DPP	SD-10	Training, workshop	Batch	142	DPM (BARD, RDA, NILG, ESCB)	PD	JICA	838.61			14.07.19	-	15.09.19	30.06.19		
Actual																
DPP	SD-11	Mid Term Assessment	MM	4	QCBS	PD	JICA	96.72			24.02.19	12.03.19	02.06.19	20.11.19		
Actual																
DPP	SD-12	External Audit of 206-17 & 2018-19	MM	3	QCBS	PD	JICA	28.80			30.08.18	16.09.18	31.01.19	17.04.19		
Actual																
DPP	SD-13	Governance Performance Assessment 3 <sup>rd</sup>	MM	5	QCBS	PD	JICA	96.72			08.03.18	23.05.18	23.07.18	23.12.18		
Actual																
DPP	SD-14	Individual Consultant for Infrastructure Engineering Support-Short Term Consult	MM	19	SIC	PD	JICA	29.35			Extension		30.06.18	30.06.19		
Actual																
DPP	SD-15	4 <sup>th</sup> Governance Performance Assessment 2019	MM	5	QCBS	PD	JICA	96.72			26.10.19	26.02.19	20.06.19	06.11.19		
Actual																

**Table 3.8  
Procurement Information related to Services: Planned and Actual**

DPP	Package no	Description of Procurement Package as per DPP: Works	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual Contract Price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative Dates					Remarks
											Invitation for EOI	Issue of RFP	Signing of Contract	Completion of Contract	The period of contract extension/reduction	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
DPP	SD-16	External Audit of 2018-19	MM	4	QCBS	PD	JICA	28.80			26.03.19	16.06.19	31.08.19	31.12.19		
Actual																
DPP	SD-17	Training, workshop	Batch	94	DPM (BARD, RDA, NILG, ESCB)	PD	JICA	552.00			20.05.20	-	15.09.20	30.06.21		
Actual																
DPP	SD-18	5 <sup>th</sup> Governance Performance Assessment 2019	MM	5	QCBS	PD	JICA	99.72			26.01.20	26.02.20	31.05.20	30.11.21		
Actual																
DPP	SD-19	Training, workshop		41	DPM (BARD, RDA, NILG, ESCB)	PD	JICA	315.00			28.07.21	-	15.10.21	30.06.22		
Actual																
DPP	SD-20	Progress sharing workshop for UDFs		1	DMP	PD	JICA	10.00			-	-	-	20.04.21		
Actual																
DPP	SD-21	Individual Consultant for Infrastructure Engineering Support-Short Term Consult		12	SIC	PD	JICA	20.70			Extension		15.06.21	30.06.20		
Actual																
DPP	SD-22	External Audit of 2019-20		2	QCBS	PD	JICA	70.00		15.73% less	03.09.21	05.11.20	15.12.20	02.04.21 02.11.21		Purchased at 15.73% less than RDPP and contract executed after about 8 months.
Actual	UGDP/SD-11	Selection of Audit firm 2020 (FY-2019-20)			ICB (QCBS)	PD	JICA	90.60	58.99		08.01.21		17.08.21	16.11.21		
DPP	SD-23	External Audit of 2021-22 & 2022-23		2	QCBS	PD	JICA	120.00			03.09.21	05.11.21	15.12.21	02.04.22 31.08.22		
Actual	UGDP/SD-23/1	Selection of Audit firm 2021 (FY-2020-21)			NCB (QCBS)	PD	JICA	120.00	66.78		10-04-2022		23.11.22			ongoing
DPP	SD-24	Individual Consultant for Infrastructure Engineering Support-Short Term Consult		25	SIC	PD	JICA	52.30			Extension		15.06.20	30.06.21		

**Table 3.8**  
**Procurement Information related to Services: Planned and Actual**

DPP	Package no	Description of Procurement Package as per DPP: Works	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual Contract Price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative Dates					Remarks
											Invitation for EOI	Issue of RFP	Signing of Contract	Completion of Contract	The period of contract extension/reduction	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
Actual																
DPP	SD-25	Progress sharing workshop for UDFs		1	DMP	PD	JICA	20.00	-	-	-		20.04.22			
Actual																
DPP	SD-26	Individual Consultant for Infrastructure Engineering Support, Short Term Consult		25	SIC	PD	JICA	52.30				Extension		15.06.21	30.06.22	
Actual	UGDP/SD-26/1	Short Term Consultant for 2 <sup>nd</sup> revision of DPP		1	Ltd Approach	PD	JICA	10.00	4.96	53.71% less	27-01-2022		17.02.22	30.04.22		Procurement at 53.71% less than RDPP and contract executed after about 8 months.
Actual	UGDP/SD-26/2	Short Term Consultant for video documentation of UGDPs activities		1	Limited Approach	PD	JICA	4.95			23-11-2021		08.12.21	30.04.22		
Actual	UGDP/SD-26/3	Short Term Consultant to prepare the lesson learning			Limited Approach	PD	JICA	3.00			15.04.22		21-03-2023	30-04-2023		
Actual	UGDP/SD-26/4	Short Term Consultant for video documentation of UGDPs activities			Limited Approach	PD	JICA	11.13 (Total 24.21)			09-02-2023		12.03.23	31.05.23		
DPP	SD-27	End line Assessment (Final Evaluation)		25	QCBS	PD	JICA	49.30			02.10.21	12.12.21	15.02.22	15.06.22		
Actual											01.12.22	01.01.23	15.02.23	15.04.23		
DPP	SD-28	Translation of success story (22-23)		1	QCBS	PD	JICA	2.00								
Actual																
DPP	SD-29	Translation Progress report (22-23)		1	SIC	PD	JICA	2.00			01.10.22	01.11.23	15.12.23	15.02.23		
Actual																
DPP	SD-30	Translation of Case study (22-23)		1	SIC	PD	JICA	2.00			04.02.23	01.03.23	15.03.23	15.05.23		
Actual																
DPP	SD-31	Translation of success story (23-24)		1	SIC	PD	JICA	2.00			01.12.23	01.01.24	15.02.24	15.04.23		
Actual																
DPP	SD-32	Translation Progress report (23-24)		1	SIC	PD	JICA	2.00			01.11.23	30.11.23	15.01.24	15.03.24		
Actual																
DPP	SD-33	Translation of Case study (23-24)		1	SIC	PD	JICA	2.00			01.02.24	28.02.24	15.03.24	15.05.24		
Actual																



**Table 3.8**  
**Procurement Information related to Services: Planned and Actual**

DPP	Package no	Description of Procurement Package as per DPP: Works	Unit	Quantity	Procurement Method & Type	Contract Approving Authority	Source of Funds	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual Contract Price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative Dates					Remarks
											Invitation for EOI	Issue of RFP	Signing of Contract	Completion of Contract	The period of contract extension/reduction	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
DPP	SD-34	Translation of operational manual		1	SIC	PD	JICA	2.00			01.05.22	30.05.22	15.07.22	14.12.22		
Actual																
DPP	SD-35	6 <sup>th</sup> Governance Performance Assessment		2	SIC	PD	JICA	90.00		48.14% less	26.01.23	26.02.23	31.05.23	30.11.23		Procurement at 48.14% less than RDPP.
Actual	UGDP/SD-35	Selection firm for online data verification of 6 <sup>th</sup> PA			QCBS			90.00	46.67		31.07.22		12.01.23	12.04.23		
DPP	SD-36	External Audit 2023-24		2	SIC	PD	JICA	50.00			03.09.23	05.11.23	15.12.23	02.04.24		
Actual																
DPP	SD-37	Engineering Support		37	SIC	PD	JICA	70.00	Extension				15.06.23	31.12.24		
Actual																
DPP	SD-38	PCR Preparation		1	SIC	PD	JICA	3.00			01.05.24	01.06.24	15.06.23	30.11.24		
Actual																
DPP	SD-39	End line Survey		5	QCBS	PD	JICA	60.00			01.08.23	01.08.23	01.12.23	31.05.24		
Actual	UGDP/SD-39	Selection of firm for Endline survey of UGDP				QCBS			50.00		30.03.22					The procurement process is ongoing

*Source: DPP & Project Office*

### Observation: Procurement of Services

As per Table 3.8 above, SD-2 package of service sector is included in DPP's Purchase Plan and Annual Purchase Plan 2016-17 but the package is not included in 1st and 2nd Revised DPP. Which is a deviation in formulation of procurement plan of RDPP. The SD-2 package is actually procured as UGDP/SD-11 as per annual procurement plan. In the DPP purchase plan, the said package is planned to be purchased at Tk.70.00 lakhs, but the official contract price has been fixed at Tk.90.60 lakhs, but in reality, the UGDP/SD-11 service has been purchased at Tk.58.99 lakhs. There is no discrepancy between the type of purchase and the sanctioning authority. SD-26 package of service sector divided into 4 lots has been procured at Tk.24.04 lakhs as against the estimated cost of DPP procurement plan of Tk.52.30 lakhs. There is no discrepancy between the type of purchase and the sanctioning authority service. The SD-35 package of the sector was procured at Tk. 46.67 lakh as against the estimated cost of DPP procurement plan Tk. 90.00 lakh. There is no discrepancy between the type of procured and the sanctioning authority.

### 3.5.1 Procurement Related Case Study

In order to verify whether PPR 2008 was being properly followed in the execution under the Sub-project unit, information has been gathered regarding the execution of work as per the tender description by examining the work order and tender documents. Type of work, budget and cost of work, procuring authority, method of procurement of work, date of completion as per contract, actual date of completion, etc. have been reviewed.

#### Information regarding procurement of project works as per PPR-2008

#### **1. Lot/Package No: INF-2020-21-506915-03**

Name of work as per tender: Installation and Supplying of Solar Street Light at Hat Bazar, Roads and Different Important Places in Baraigram Upazila Under UGDP Project, Dist: Natore

- Project name Upazila Governance and Development Project
- Ministry/Division: Ministry of Local Government, Rural Development and Cooperatives / Local Government Division
- Implementing Agency: Baraigram Upazila Parishad, Natore
- Name of work, and Lot/Package No. as per tender (Sequentially) Installation and Supplying of Solar Street Light at Hat Bazar, Roads and Different Important Places in Baraigram Upazila Under UGDP Project, Dist: Natore  
INF-2020-21-506915-03
- Procurement method OTM Method
- Type of Procurement Process: 1) Online
- Procedure followed in tender e-GP,
- Whether PPR-2008 has been followed in preparation of tender documents (or proposals)? Yes
- Whether PPR-2008 was followed in preparation of Specification? Yes
- Whether standard documents published by CPT were used in preparation of the specification and its type? Yes
- Tender publication medium (National / International) (Date with name of Bengali and English newspapers and name of website)
  - 1. Newspaper: (Bangla) Daily Bangladesh Bulletin Date: 17-04-2022
  - 2. Newspaper (English) The New Nation Date: 17-04-2022
  - 3. The tender has been published on the EGP system portal Date: 17-04-2022
- Tender sale opening date and closing date and time Start Date: 17-04-22 End Date: 08-05-2022 Time: 23:30
- Number of tenders sold 05

▪ Number of tenders received	05
▪ Did the tender security deposit? (Bank Pay-Orders, Challans etc.)	Yes
▪ Number of responsive tenders	05
▪ Number of non-responsive tenders	0
▪ Date of approval of assessment report	
▪ Date of Notification of Award	12-05-22
▪ Validity Period (for which package is applicable – issue of NOA, whether contract is signed) (60 to 120 days – in case of goods/works) in case of services – till signature of contract)	Yes
▪ Estimated Cost as per DPP/RDPP [Proposed Price (DPP/RDPP)	Upazila Parishad's annual budgeted purchase package
Official Estimated Cost	22,34,635.87 Tk.
▪ Contract price	20,11,108.385 Tk.
▪ Name of the organization receiving the work order	M/s SM Construction
▪ Date of signing the contract	26/05/22
▪ Date of completion of work as per DPP/RDPP	N/A
▪ Date of signing the contract	29/8/2022
▪ Date of completion of work as per DPP:	29/8/2022
▪ Date of completion of work as per work order / contract	29/8/2022

**Review: The procurement process is completed in e-GP process. The tender notice was published in an English national daily on 17/04/2022 and on the same date in local dailies of Natore including Bengali national daily. Tender Notice published on EGP System Portal on 17/04/2022.**

However, in case of package INF-2020-21-506915-03, out of 5 tenders received, 3 tenders have shown their quoted price 10% lower than the official estimated price, as per the proposal disclosure report. Of the other 2 tenders, 1 was submitted at a price equal to the quoted price and the other 5% less than the official price. From this it appears that the official estimated price was not secret. That is, Rule No. 16 (5B) of PPR-2008 has been violated. Then after giving NOA on 12/05/2022, contract for the said package was completed on 5/08/2021 with M/s SM Construction. The execution of this package has been completed on time as per the contract.

## **2. Lot/Package No: INF -2020-21-4589-01**

Name of work as per tender: Construction of 2 storied Foundation with Two class Rooms, Staircase and Furniture Supply of Pach Kahonia Alim Madrasha.

- Project name Upazila Governance and Development Project
- Ministry/Department Ministry of Local Government, Rural Development and Cooperatives
- Implementing Agency Nakla Upazila Parishad, Sherpur
- Name of work, and Lot/Package No. as per tender (Sequentially) Construction of 2 storied Foundation with Two class Room, Staircase and Furniture Supply Of Pach Kahonia Alim Madrasha.  
INF-2020-21-458967-01



- Procurement procedure OTM
- Type of Procurement process On-Line
- Procedure Followed in Tender e-pw2 (a)
- Whether PPR 2008 has been followed in preparation of tender document (or proposal)? Yes
- Whether PPR 2008 has been followed in preparation of deviations? Yes
- Whether standard documents published by CPT have been used in preparation of instructions? Yes
- MEDIA OF PUBLICATION OF TENDER (NATIONAL/INTERNATIONAL) (Bangali & English newspaper name with date and website name)
  - 1. Name of Magazine: (Bangla) Date: 29.8.2022  
**Daily Desh Rupantor**
  - 2. Name of Journal: (English) Date: 29.8.2022  
The Daily Observer
  - 3. CPTU Web Site Date: 29.8.2022
- Whether tender notices worth more than 1 crore Taka have been published on CPTID web site? NA
- Tender sale opening date and closing date and time
 

Starting date	Ending date	Time
30.08.2022	21.09.2022	14.00

▪ Number of tenders sold	04
▪ Number of tenders received	04
▪ Did the tender security deposit? (Bank Pay-Orders, Challans etc.)	Yes, UCBL, Sherpur Branch, Pay order
▪ Number of responsive tenders	04
▪ Number of non-responsive tenders	--
▪ Date of approval of assessment report	03/10/2022
▪ Date of Notification of Award	03/10/2022
▪ Validity Period (for which package is applicable – issue of NOA, whether contract is signed) (60 to 120 days – in case of goods/works) in case of services – till signature of contract)	120 days
▪ Estimated Expenditure as per DPP/RDPP [Proposed Price (DPP/RDPP)]	Upazila Parishad's annual budgeted purchase package
▪ Official Estimated Expenditure	Tk. 45,21,529.00
▪ contract price	Tk. 43,43,112. 105
▪ Name of the organization receiving the work order	M/s New Al-Amin Garments
▪ Date of signing the contract	13/10/2022
▪ Date of completion of work as per DPP/RDPP	NA
▪ Date of completion of work as per work order/contract	31/01/23
▪ Date of completion of work as per contract	31/01/23
▪ Actual work completion date	29/01/23

**Review: The procurement process is completed as per e-pw2 (a) in the e-GP process. The tender notice was published in Natore local dailies on 29/08/2022 along with an English and Bengali national daily. Tender Notice published on EGP System Portal on 29/08/2022.**

Each of the 4 tenders received for package INF-2020-21-458967-01 was responsive, according to the proposal disclosure report. Purchase process was completed in OTM system. Then after giving NOA on 03/10/2022, contract for the said package was completed on 13/10/2022 with the contractor named M/s New Al-Amin Garments. According to the contract, the work on this package was completed 2 days before the end of contract period.

### **3. Lot/Package No: INF-2019-20-501067-02**

Name of work as per tender: Construction of class room for Nandigram technical & Business Management College.

- |   |  |                  |         |
|---|--|------------------|---------|
| ▪ Project name  | Construction of class room for Nandigram technical & Business Management College |                  |         |
| ▪ Ministry/Department   | Upazila Governence and Development Project                                       |                  |         |
| ▪ Implementing Agency   | LGED, Nandigram Upazila  |                  |         |
| ▪ Name of Work, and Lot/Package No. (serial wise) as per Tender   | INF-2019-20-501067-02  |                  |         |
| ▪ Procurement procedure   | OTM  |                  |         |
| ▪ Type of Procurement process   | On-Line,   |                  |         |
| ▪ Procedure to be followed in tender  |  |                  |         |
| ▪ Whether PPR-2008 has been followed in preparation of tender document (or proposal)?                                   | Yes  |                  |         |
| ▪ Follow PPR-2008 in preparation of instructions  | Yes  |                  |         |
| Was it done?  |  |                  |         |
| ▪ Published by CPT in preparation of deviations. Whether standard documents are used?                                   | Yes  |                  |         |
| ▪ MEDIA OF PUBLICATION OF TENDER (NATIONAL/INTERNATIONAL) (Bangali & English newspaper name with date and website name) | 1. Name of Journal: (Bangla):<br>Ajkaler Khobor                                  | Date: 06-12-2021 |         |
|   | 2. Newspaper Name: (English): Our Time   | Date: 06-12-2021 |         |
|   | 3. CPTU Web Site   | Date: 06-12-2021 |         |
| ▪ Whether tender notices worth more than 1 crore rupees have been published on CPTID web site?                          | NA   |                  |         |
| ▪ Tender sale opening date and closing date and time  | Starting Date  | Ending Date      | Time    |
|   | 7-12-2021  | 22-12-2022       | 5:00 pm |
| ▪ Number of tenders sold  | 5  |                  |         |
| ▪ Number of tenders received  | 5  |                  |         |
| ▪ Did the tender security deposit? (Bank Pay-Orders, Challans etc.)   | Yes  |                  |         |
| ▪ Number of responsive tenders  | 04   |                  |         |

▪ Number of non-responsive tenders	01
▪ Date of approval of assessment report	11-01-2022
▪ Date of Notification of Award	12-01-2022
▪ Validity Period (for which package is applicable – issue of NOA, whether contract is signed) (60 to 120 days – in case of goods/works) in case of services – till signature of contract)	90 days
▪ Estimated Expenditure as per DPP/RDPP [Proposed Price (DPP/RDPP)]	NA
▪ Official Estimated Expenditure	11,17,319.00 Tk
▪ contract price	10,05,587.10 Tk
▪ Name of the organization receiving the work order	M/s Rakhib Construction, Gohail Road, Sutrapur, Bogra.
▪ Date of signing the contract	26-01-2022
▪ Date of completion of work as per DPP/RDPP	NA
▪ Date of completion of work as per work order/contract	01-05-2022
▪ Date of completion of work as per contract	01-05-2022
▪ Actual work completion date	10-05-2022

**Review: The procurement process has been completed in the e-GP process. The tender notice was published in one English and one Bengali national daily on 26/22/2021. The tender notice was published on EGP system portal on 26/22/2021, and the procurement process was completed through OTM system.**

Out of 5 tenders received for package INF-2020-21-506915-03, 4 tenders were responsive as per the proposal disclosure report. 3 tenders for this package have shown their quoted price 10% lower than the official estimated price. Of the other 2 tenders, 1 submitted 5% less than the official price and the other 15% less than the official price. From this it appears that the official estimated price was not secret. That is, Rule No. 16 (5b) of PPR-2008 has been violated. After giving NOA on 12/01/2022, contract for the said package was completed on 26/01/2022 with M/s Rakhib Construction. The work on this package was completed 9 days after the expiry of the contract period.

### 3.6 Review of The Achievement of Project's Objectives and Output in the Log Frame

The observation of the goals, objectives, and outputs mentioned in the log frame are reviewed in Table 3.9:

**Table 3.9**  
**Review of Logical Framework Described in the DPP**

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<b>Project Goal</b>			
- To contribute to reinforcing the local government structure of Bangladesh;	<ul style="list-style-type: none"> <li>- Enhanced role of Upazilas under GOB governance system;</li> <li>- Upzila resource base expanded and improve;</li> <li>- Upzila's governance and transparency improve;</li> <li>- Number of cases and audit objections against Upazila Parishad is reduced.</li> </ul>	<ul style="list-style-type: none"> <li>- LGD Policy Reform and Action Matrix</li> <li>- Evaluation report;</li> <li>- Upazila performance assessment;</li> <li>- Audit report;</li> <li>- GOB regulation and circular</li> <li>- Allocation in ADP;</li> <li>- LGD Annual Report. (Upazila Parishad part)</li> </ul>	- No reversal of GOB decentralization policies
<b>Review the results</b> Contributing to strengthening the local government structure of Bangladesh.	Strengthening of 475 upazila parishad structures is ongoing. According to the latest Upazila Parishad Performance Assessment PA-5, 23 upazilas scored from 91 to 95.	Findings from the present study Project baseline survey Upazila Parishad Performance Assessment Report - evaluation report; - Interim evaluation report; -Upazila performance evaluation; - Audit report.	Decentralization program is ongoing by Bangladesh government.
<b>Project Purpose</b>			
To enhance the capacity of Upazila Parishad to deliver effective public services to citizens.	<ul style="list-style-type: none"> <li>- Basic management/ governance level of Upazila Parishad to be improve;</li> <li>- Change in Upazila's Performance Assessment result;</li> <li>- Image of Upazila Parishad to be improved;</li> <li>- % of Upazila Parishad and NBD Members with adequate knowledge on governance;</li> <li>- % of Upazila Parishad and NBD members with Positive attitude on governance.</li> </ul>	<ul style="list-style-type: none"> <li>- Performance Index (5 years change)</li> <li>- Baseline Survey, Mid-Term Assessment and End Line Survey;</li> <li>- Audit report;</li> </ul>	<ul style="list-style-type: none"> <li>- Upazila revenue base (ADP) increase at a sustained rate;</li> <li>- People's effective engagement in Upazila affairs;</li> <li>- Interference in local government affairs minimized;</li> <li>- Upazila Parishad (Union Parishad,</li> </ul>



Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
			Pourashava) elections are
<p><b>Review the results</b> Strengthening of 475 upazila parishad structures is ongoing. According to the latest upazila parishad performance assessment, 23 upazilas scored from 91 to 95.</p>	<p>Upazila level public representatives, officers and project field level officers have been enhanced in public service delivery by providing basic training to 9,365 officers and public representatives in 186 batches through NILG, BARD and RDA on Upazila Parishad planning and service delivery.</p>	<p>Findings from the present study Project baseline survey Upazila Parishad Performance Assessment Report - evaluation report; - Interim evaluation report; - Upazila performance evaluation; - Audit report.</p>	<p>Through capacity building and infrastructural support in terms of job creation, economic growth, improvement of health facilities, the project will address various Sustainable Development Goals (SDGs) No. 1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 14, 15 and 16 contributing to the achievement.</p>
<b>Outputs</b>			
<p>Component 1. Upazila Development for improving Service Delivery (Rural infrastructure development by provision of financial transfer)</p> <p>“Service delivery of the Upazila Parishad improved through development activities by provision of financial transfer”</p>	<p>-Quantitative indicators for INFSP and CDSP; -# of INFSP completed (sector-cum-type wise); -Amount (BDT) expended for INFSP (sector-cum-type wise) -# of beneficiaries by INFSP (sector-cum-type wise) -# of CDSP completed (sector-cum-type wise) -Amount (BDT) expended for CDSP (sector-cum-type wise) -# of participants trained through CDSP (sector-cum-type wise)</p>	<p>- Baseline Survey, Mid-term Assessment and End-line Survey - Subproject proposals - Support completion report - Audit report - Monthly/quarterly progress report - Field visit report - INFRA and CD subproject database</p>	<p>- Appropriate operation and maintenance are performed - No major disaster strikes - Community people are supportive</p>
<p><b>Review the results</b> Till now, the upazila parishad service quality improvement work is ongoing under loan assistance in 475 upazilas</p>	<p>Infrastructure Sub-Project Unit: A total of 3,378 projects are implemented under the infrastructure sub-project. Among these, the largest number of projects are in the education sector with 1,543 (45.68%). The total expenditure on implementation of 1,543 projects</p>	<p>Findings from the present study Project baseline survey Upazila Parishad Performance Assessment Report - evaluation report; - Interim evaluation report;</p>	<p>Due to the continuous increase in commodity prices, problems have arisen in the implementation</p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
	<p>in the education sector is Tk. 207,312,634,7, which is 48.64% of the total expenditure in the infrastructure sub-project unit sector. Besides, 614 (18.18%) in public health sector, 266 (7.89%) in public health sector, 197 (7.88%) in agriculture sector, 340 (10.06%) in engineering sector and 147 (4.35%) in energy sector and multi sector 234 (6.93%) sub-project units have been implemented. Mainly through this unit infrastructure construction, repair/renovation, and various types of equipment are provided at the upazila level. To deal with the situation of Covid-19 epidemic, 357 upazilas of the 4th stage have been sanctioned a minimum of 10 lakh Tk for the supply of medical supplies, area-specific ambulances for transporting patients and purchase, installation and use of hand washing materials in schools. Out of this, 124 Upazila Health Centers have been provided with central oxygen supply to deal with the Covid-19 epidemic situation. Capacity Development Sub-Project Unit: A total of 9389 projects have been implemented in the Capacity Development Sub-Project Unit sector and the total expenditure has been Tk.152,75,757. A total of 11,69,652 persons (45.86% women) were trained under all these trainings. Programs are being implemented in this sector through training, workshops, seminars, orientations, campaigns.</p> <p>UGDP has successfully worked with local government departments and upazila parishads to deal with the Covid-19 situation. The UDFs have implemented various government assistance programs under the direction of the upazila administration. In 357 upazilas of the 4th stage, a</p>	<ul style="list-style-type: none"> <li>- Upazila performance evaluation;</li> <li>- Audit report.</li> </ul>	<p>of the ongoing development sub-projects</p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
	<p>minimum allocation of 01 (one) lakh taka has been approved in each upazila for training, camps, workshops etc. for awareness and skill enhancement and this program has been implemented successfully in 296 upazilas.</p>		
<p>Component 2. Capacity Development and Governance Improvement</p> <p>Sub-component 2.1 Capacity Development (through a series training program for UZP stakeholders, UDFs, etc.) UZP stakeholders' understanding and capacity for UZPs' administration enhanced"</p> <p>Sub-component 2.2 Upazila Governance Improvement Action Program (through deployment of UDFs and implementation of annual performance assessment)</p> <p>UZPS' basic administrative capacity is enhanced"</p> <p>Sub-component 2.3 Upazila Parishad Sector Reform Actions (through implementation of actions listed in Upazila Parishad Sector Reform Action Matrix)</p> <p>"Institutional setting for Upazila Parishad is improved"</p>	<p>- Number of trainings implemented (type wise) - Number of participants trained (category wise) - Satisfaction of participants for trainings</p> <p>-Upazila performance index (5-years change) - Amount of Upazila Development Facilitators (UDFs) dispatched (person-month) - Number and status of improved items on Upazila Parishad Sector Reform Action Matrix -Development of Manual, guideline, and statutory documents</p>	<p>- Baseline Survey, Mid- term Assessment and End-line Survey</p> <p>-Training reports</p> <p>-Periodical progress reports</p> <p>-Audit Report</p> <p>- Performance Assessment Report including performance index (for 5 years)</p> <p>-Monthly/quarterly progress report</p> <p>- Upazila Parishad Sector Reform Action Plan Matrix - Development Manual, guideline and statutory document</p>	<p>-Upazilas and related stakeholders cooperate Project</p> <p>LGD continues efforts to establish reporting system of LGIS</p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Component 3: Project Management Support</p> <ul style="list-style-type: none"> <li>- Baseline, Mid-term, Endline surveys</li> <li>- Annual Performance Assessment</li> <li>- Audit</li> </ul>			
<p><b>Review the results</b></p> <p>Component 2 Through this component, upazila parishads are being promoted to people-friendly parishads through capacity building training for public representatives and government office related officials and staff, local government department related officials and staff, and upazila development facilitators.</p> <p>Sub-component 2.1 So far, the program of strengthening 475 Upazila Parishad structures through 5 annual performance evaluations is ongoing. 5 Annual Performance Assessments have been completed so far. According to the latest upazila parishad performance assessment, 23 upazilas scored from 91 to 95.</p>	<p>Component 2 9,365 officers and public representatives have been trained in 186 batches till April 2023 through NILG, BARD and RDA for upazila level public representatives, officers and project field level officers.</p> <p>Sub-component 2.1 So far, the upazila parishad service quality improvement work under PBA is ongoing in 475 upazilas.</p> <p>A day-long annual progress review workshop was conducted with 1040 officers and public representatives of 357 upazilas and 195 UDFs.</p> <p>181 upazila chairmen/upazila executive officers of 115 backward upazilas were provided day-long skill development training. This training is provided to support upazila skill development activities.</p> <p>2,460 officers of 492 upazilas (Upazila Chairman, UNO, Assistant Programmer and 2 CAs of each upazila), 200 UDFs and 10 UICDRI district coordinators were trained in zoom mode for a day on online performance assessment and upazila web portal. All upazilas have completed data submission and review of online performance assessment and analysis is ongoing. A total of 12,961 people participated in 23 training sessions of 11 types in this component.</p> <p>Sub-component 2.2 Basic training was imparted to 200 UDFs and total 22</p>	<p>Findings from the present study Project baseline survey Upazila Parishad Performance Assessment Report</p> <ul style="list-style-type: none"> <li>- evaluation report;</li> <li>- Interim evaluation report;</li> <li>- Upazila performance evaluation;</li> <li>- Audit report.</li> </ul>	<p>Upazila and related stakeholders are cooperating in the implementation of the project</p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
	trainings of 7 types including 3 days residential refresher training for 194 UDFs. This training is given to prepare upazila development plans, complete procurement as per government rules and provide assistance to upazila parishads.		
<b>Input</b>			
1. Fund	Total amount of disbursed fund to Upazila (BDT)	-Project Status Report (PSR) -Project Completion Report (PCR)	-No. of problems identified in a series of auditing
<b>Review the results</b> Funds are being released as per project demand	Cumulative expenditure up to April 2023 is Tk.84761.06 lakhs, progress of 66.68%.	Project financial report	From the fiscal year 2016 to 2022, the problems identified and resolved through audit are ongoing
2. Upazila Development Facilitators	Number of UDFS engaged (Person-month)	-Project Status Report (PSR) -Project Completion Report (PCR)	-Appropriate human resources are available for UDFs.
<b>Review the results</b> Upazila Development Facilitators (UDFs) have been appointed in 2017.	200 UDFs are working in 475 upazilas.	Findings from the present study Project Baseline Survey: - Interim evaluation report; - Audit report.	Targets for obtaining adequate manpower for UDF posts have been met
3. Capacity development program	Number of trainees engaged (person-day)	-Project Status Report (PSR) -Project Completion Report (PCR)	-Trainees remain the position in LGIs
<b>Review the results</b> 9,409 capacity development sub-projects have been approved and 9,118 (97%) capacity development sub-projects have been implemented.	A total of 11,69,652 persons were trained (45.86% women).		
4. Auditing Service	Number of auditors engaged (person-month)	-Project Status Report (PSR) -Project Completion Report (PCR)	-Results of auditing are utilized properly
<b>Review the results</b> 2016-17, 2017-18, 2018-19, 2019-20, 2020-21 2021-22 financial years audit completed	18 people	- Project report - Audit report.	Issues have been identified through audits from fiscal year 2016 to 2022

<b>Narrative Summary</b>	<b>Objectively Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumptions</b>
			and remedial action is ongoing.
5. Project Management	Amount of equipment procured for Project (BOT)	-Project Status Report (PSR) -Project Completion Report (PCR)	-Necessary equipment are procured on time and smoothly
<b>Review the results</b> Project management activities have been completed properly	Tk. 467.15 lakhs	- Project financial reporting - Reports on procurement activities - Audit report.	-Necessary equipment procured on time and without interruption
6. Consulting services	-Amount of staff inputs by SAPI Team by JICA (person-month) -Amount of consulting service procured for Project (person-month)	-SAPI final report -Project Status Report (PSR) -Project Completion Report (PCR)	-Consulting services are procured on time and smoothly
<b>Review the results</b> Project activities are being implemented in coordination with local and foreign consultants	4 (100.94 person-months) including Team Leader/Program Manager are working as Japanese national consultants employed by JICA.  - A total of 13 (684.37 man-months) local consultants are working including Deputy Team Leaders.	- Project financial reporting -Reports on procurement activities	- Consulting services procured in a timely and seamless manner. The activities of the consultants have not been hampered in any way during the Covid-19 pandemic.

Source: RDPP (2nd Revised), pp: 16-17

## Log Frame Structure Analysis

The log frame is prepared in a 4x4 matrix, containing the project description, objectively verifiable indicators, means of verification, key assumptions and goals, objectives, outputs, inputs. However, the log frame described in the DPP of this project includes project description, objectively verifiable indicators, means of verification, key assumptions and goals, objectives, outputs, inputs, but it does not contain any year-wise indicators. That is, no quantitative indicator was indicated in the OVI during the formulation of DPP.

### 3.7 Sustainability Plan/Exit Plan Review

The exit plan of the project as described in the DPP states-

One of the main objectives of the project is to increase the quality and scope of local level infrastructural development and services based on the needs of the people by providing additional Performance Based Allocation (PBA) to the existing annual wholesale allocation of the Upazila Parishad. Which will encourage the formulation of better upazila development

plans as well as providing effective services to the people. It is expected that the PBA system introduced through the project will be institutionalized under the ADP and/or central government revenue budget after the completion of the project. It is also expected that even after the completion of the project, the scope of work prescribed for UDF will be vested in a government official working at the upazila level.

Analyzing the data obtained from the survey, it can be seen that, 2,460 officers of 492 upazilas (Upazila Chairman, UNO, Assistant Programmer and 2 CAs of each upazila), 200 UDFs and 10 UICDRI district coordinators were trained in zoom mode for a day on online performance assessment and upazila web portal provided. All upazilas have completed data submission and review of online performance assessment and analysis is ongoing. The implementation of skill enhancement sub-project units and infrastructure sub-project units under the project is creating skilled population at the local level. As a result job opportunities are created for the unemployed population. By implementing infrastructure sub-project units, the quality and scope of various services at the local level is increasing. For example, the quality and environment of education is improving as a result of building infrastructure in educational institutions. Health related infrastructure is contributing to increase the quality and scope of providing health services at the local level. Besides, the quality and quantity of various services have increased through other infrastructure sub-projects. However, with respect to the cost of operation and maintenance of the infrastructure constructed under the project, most of the rural level community based infrastructures have no funding and management and maintenance committee for operation and maintenance, which is an error.

### **3.8 Project Management**

#### **3.8.1 Appointment of Project Director**

In order to successfully implement the activities of this project, a total of 17 officers/employees including Project Director, Deputy Project Director have been kept in DPP with GOB funding. The project started on 1/12/2015 but after 2 years Mr. Md. Mohsin Additional Secretary of the concerned department served in this position as full time duty from 01/01/2017 to 31/08/2020 for about 3 years and 7 months. Then Mr. Md. Kazi Ashraf Uddin, Additional Secretary, from 31/08/2020 to 07/08/2022 performed the duties of this project regularly for a total of 2 years. Later, the additional secretary. Malay Chowdhury is performing additional duties as Project Director from 23/08/2022 till now. In addition to this project Director according to the project office, Malay Chowdhury is in charge of one more project. The project manager has been changed three (3) times since the beginning of the project. In this case, Article 16.7 of the circular issued by the Planning Department on "Formulation, processing, approval and revision of development projects in the public sector" (the project director cannot be changed before 3 years unless it is strictly necessary in the public interest) has been violated. The project manager has been changed three (3) times since the inception of the project (see table below).



**Table 3.10**  
**Project Director, Nature of Responsibilities and Duration**

Name of Project Director	Principal Office and Designation	Nature of responsibility (Full Time/Additional Responsibility)	Tenure of office		Whether responsible as Project Director of multiple projects	
			joining	transfer	Yes/no	Project No
Mr. Mohsin	Local Government Department (Additional Secretary)	Full Time	01/01/2017	31/08/2020	No	
Mr. Md. Kazi Ashraf Uddin	Local Government Department (Additional Secretary)	Full Time	31/08/2020	07/08/2022	No	
Dr. Malay Chowdhury	Local Government Department (Additional Secretary)	Additional Responsibility	23/08/2022	continuing	Yes	02

*Source: Project office*

### 3.8.2 Appointment of Deputy Project Director

**Table 3.11**  
**Deputy Project Director-Finance Management (DPD-FM), Nature of Duties and Duration of Duties**

Name of Deputy Project Director	Principal Office and Designation	Nature of responsibility (Full Time/Additional Responsibility)	Tenure of office		Whether responsible as Project Director of multiple projects	
			joining	transfer	Yes/no	Project No
Dr. Md. Moktar Hossain	Deputy Secretary (Deputy Project Director)	Full Time	18/09/2017	13/04/2021	No	
Md. Aminul Islam	Deputy Secretary (Deputy Project Director)	Full Time	19/05/2021	continuing	No	

As per the table above two Deputy Secretary Level are serving full time as Deputy Project Director. Among them Dr. Md. Moktar Hossain served in this position for about four years. Then Md. Aminul Islam is engaged in this project from 19/05/2021. Besides, 4 international (100.94 mm) including Team Leader/Program Manager are working as Japanese national consultants employed by JICA. A total of 13 local consultants (684.37 man-months) are working including Deputy Team Leaders



### 3.8.3 Organizing Steering Committee and PIC Committee Meetings

DPP has the provision to organize 2 PSC meetings every year. But actually, a total of 10 PSC meetings were held during the 8 years of the project.

#### Review Results:

As per 'Annexure-D' and 'Annexure-E' of the Circular on "Formulation, Processing, Approval and Revision of Development Projects in Public Sector" issued by the Planning Department, at least 1 steering committee meeting every three months for smooth implementation, monitoring and supervision of the project and Although there is a provision to hold at least 1 PIC meeting in every three months, there is no plan to hold Steering Committee/PSC meeting and PIC meeting in DPP as per that directive.

Below are the important parts of the discussion of the meetings of the Project Steering Committee and NPB and the status of implementation of the decisions.

#### 1<sup>st</sup> PSC Meeting: 28-08-2016

Sl.	Agenda and Decisions	Implementation of decisions
1	The Upazila Engineer of LGED will select and certify all the sub-project works implemented by the Upazila Parishad. Upazila Chairman and Engineer will sign the certificate.	The decision has been implemented

#### 2<sup>nd</sup> PSC Meeting: 13-04-2017

Sl.	Agenda and Decisions	Implementation of decisions
1	For the financial year 2016-17, 104 upazila selections have been completed.	The decision has been implemented

#### 3<sup>rd</sup> (Special) PSC Meeting: 08-11-2017

Sl.	Agenda and Decisions	Implementation of decisions
1	As soon as possible the post of Deputy-Project Director should be appointed.	The decision has been implemented

#### 4<sup>th</sup> PSC Meeting: 13-02-2018

Sl.	Agenda and Decisions	Implementation of decisions
1	Ukhiya and Teknaf upazilas of Cox's Bazar district should be included in the 2nd year of the project under special consideration.	The decision has been implemented

#### 5<sup>th</sup> PSC Meeting: 11-04-2019

Sl.	Agenda and Decisions	Implementation of decisions
1	The Project Director will prepare Concept Note for coordination of UGDP and 'Amar Gram Amar Shohor' project.	The decision has been implemented

6<sup>th</sup> PSC Meeting: 05-03-2020

Sl.	Agenda and Decisions	Implementation of decisions
1	Inclusion of 357 upazilas that passed the 4th round of performance evaluation program in the 4th round of the project.	The decision has been implemented

7<sup>th</sup> PSC Meeting: 18-05-2021

Sl.	Agenda and Decisions	Implementation of decisions
1	Inclusion of 475 upazilas in the 5th round of the project in the performance evaluation process.	The decision has been implemented

8<sup>th</sup> PSC Meeting: 24-11-2021

Sl.	Agenda and Decisions	Implementation of decisions
1	DPP has decided to initiate revision process for the 2nd time to increase the duration of the project by 2 years and six months	The decision has been implemented

9<sup>th</sup> PSC Meeting: 26-06-2022

Sl.	Agenda and Decisions	Implementation of decisions
1	Upazila Parishad's web-based performance evaluation program will be implemented in the 6th round.	UGDP has already completed the evaluation of 492 upazilas through web based performance evaluation program.

10<sup>th</sup> PSC Meeting: 26-12-2022

Sl.	Agenda and Decisions	Implementation of decisions
1	The 2 <sup>nd</sup> phase of the project will be implemented and JICA will provide performance based grants at the upazila level in the 2 <sup>nd</sup> phase as well.	Decision is in process

*Source: Project office*

### **3.9 Analysis of Data Related to Audit Execution and Resolution of Audit Objections**

#### **3.9.1 Information Regarding Audit Performance and Resolution of Objections**

The Foreign Aided Projects Audit Directorate (FAPAD) annually audits government projects implemented jointly with development agencies and reports to the government. The audit program has been completed by FAPAD at the end of each financial year from 2016 to 2022 of the said projects.

An audit was conducted for the financial years 2016-17 and 2017-18. Where there are 8 audit objections of Tk.16,60.93 lakhs, 2018-19 financial year 5 audit objections of Tk.74,47.72 lakhs, 5 audit objections of Tk.31,83.40 lakhs for the financial year 2020-21, Information on raising 4 audit objections amounting to Tk.2,44.42 lakhs in the financial year 2021-22 has been collected from the project office. That is, 22 audit objections have been raised for a total of Tk. 125, 36.47 lakhs in 5 years. A review of the said audit objections carried out by FAPAD shows violation of provisions of DPP, non-timely execution of contract, According to BoQ,

procurement of construction materials without ensuring quality, spending more money than sector wise estimates, executing procurement in violation of PPA-2006 and PPR-2008 rules, etc. are notable deviations. Information regarding audit objections for the financial year 2019-20 has not yet been received from the project office.

In respect of each of the 22 audit objections received, a reply in the form of a broadsheet has been given to the FAPAD authorities. As per latest available data, out of 22 audit objections, 18 audit objections have been resolved. Out of 4 outstanding audit objections, 2 objections are to be settled by amendment of DPP. The other 2 audit objections are to be disposed of expeditiously as per the opinion of the audit authority. The concerned ministries and development agencies have to consider the objections mentioned in the allocation and release of project funds. Table 3.12 below gives the audit objection and settlement status:

**Table 3.12**  
**Status of Audit Objection**

<b>Audit Authority</b>	<b>Year</b>	<b>Title of Audit Objection</b>	<b>Actions taken to resolve audit objections</b>	<b>Audit settlement stage and comments</b>
FAPAD	2016-17 & 2017-18	<b>Para: 01</b> <b>Loss of Tk. 6,09,250.00 (Six lakh Nine Thousand Two Hundred Fifty) for accepting 2<sup>nd</sup> lowest bidder's price instead of accepting 1<sup>st</sup> lowest bidder's price.</b>	As per conditions mentioned in advertisement, price of 10% less was not acceptable. Tender price submitted by 1 <sup>st</sup> lowest was 30% less. Submitted price of M/S BBS Enterprise was within 10% less. As a result, TEC declared M/S BBS Enterprise as responsive bidder.	Audit Objection Resolved.
FAPAD	2016-17 & 2017-18	<b>Para: 03</b> <b>Excess payment was made for capacity Development amounting to Tk. 20,00,000.00 (Twenty lakh) beyond DPP provision &amp; Operation Manual/ Implementation Guideline.</b>	As per DPP of UGDP 20% of total allocation will be spent for implementation of different types of capacity development training implemented by Upazila Parishad (50,00,000.00X20%) - 10,00,000.00 (Ten lakh) only for each year of selection.  Sherpur Sadar Upazila was selected in the first round of 104 Upazilas, so Tk. 10,00,000.00(Ten lakh) only was sent in FY 2017-2018 Kalkini Upazila was selected in the first round of 104 Upazilas, So Tk. 10,00,000.00(Ten lakh) only was sent in FY 2017-2018 Kalkini Upazila was again selected in the Second Round of 200 Upazilas, so Tk.	Audit Objection Resolved.

<b>Audit Authority</b>	<b>Year</b>	<b>Title of Audit Objection</b>	<b>Actions taken to resolve audit objections</b>	<b>Audit settlement stage and comments</b>
			10,00,000( <b>Ten lakh</b> ) only was sent in Financial Year 2017-2018.	
FAPAD	2016-17 & 2017-18	<b>Para: 04</b> <b>Irregular payment was made for purchase of different goods amounting to TK. 2,98,22,000.00 (Two Crore Ninety Eight lakh Twenty Two Thousand) by violating PPR 2008.</b>	For purchasing of goods, primarily market Was verified by project personnel. Then estimate was made by a formal discussion among Procurement Specialist. Accounts Personnel and project management. Then, estimate was finalized. Already prepared estimate committee for procurement of goods and Services. Now we are procuring goods and services as per mentioned rule and order.	Audit Objection Resolved.
FAPAD	2016-17 & 2017-18	<b>Para: 06</b> <b>Adjustment bill against advance payment was not submitted to project office within 30 June amounting to TK. 10,000,00 (Ten lakh)</b>	According to decision of Steering committee allotment of previous year can be spent in next year.	Audit Objection Resolved.
FAPAD	2016-17 & 2017-18	<b>Para: 07</b> <b>Discrepancy between expenditure shown in Financial Statement (FS) &amp; expenditure as per IBAS++ amounting to Tk.13,08,70,000.00 (Thirteen Crore Eight lakh and Seventy Thousand Only</b>	Reconcile of Project Accounts with the office of the Chief Accounts Officer, LGRD & Co as per mentioned rule & order.	Audit Objection Resolved.
FAPAD	2016-17 & 2017-18	<b>Para: 08</b> <b>Irregular payment was made for procuring different goods in RFQ method instead of OTM method amounting to Tk.</b>	As per rule 69(1) PPR 2008, yearly limit was Tk. 30,000,00.00 for procuring different goods through RFQ method from development budget.	Audit Objection Resolved.

Audit Authority	Year	Title of Audit Objection	Actions taken to resolve audit objections	Audit settlement stage and comments
		<b>37,11,094.00 (Thirty Seven lakh Eleven Thousand Ninety Four).</b>	But the authority did not follow the above rule of PPR 2008.	
FAPAD	2016-17 & 2017-18	<b>Para: 09 Insurance coverage was not done by the consulting firm as per conditions of Contract.</b>	We have already collect the documents "Certificate of Insurance Coverage" from the International Consulting Firm (enclosed).	Audit Objection Resolved.
FAPAD	2016-17 & 2017-18	<b>Para: 10 Excess payment was made by including unnecessary item amounting to Tk 42,500. 00 (Forty-Two Thousand Five Hundred).</b>	Transfer of transport cost maintained by the LUMSUM amount. Some of the Solar Panels installation other side of the Jamuna river. It was rainy season and flood affected area. We did it due to the situation & practical aspect. But by the time of maintaining measurement Book (MB) not found out any specific Head for the posting of transport cost. It was accidentally mistake. For the future we will be more responsible.	Audit Objection Resolved.
FAPAD	2016-17 & 2017-18	<b>Para: 11 Loss of Revenue amounting to Tk. 39,316.00 (Thirty-Nine Thousand Three Hundred Sixteen) due to less realization of VAT from Contractor's bill.</b>	The reply to Audit observation from Nikli, Kishiregonj is enclosed.	Audit Objection Resolved.
FAPAD	2018-19	<b>Para: 01 Disregarding the directive of PPA-2006 &amp; PPR-2008 the financial irregularities of Tk.41,63,111.00 through Open Tendering Method (OTM).</b>	In case of following the OTM procedure as per PPR 2008 there is no provision of mentioning the estimated cost. It is clearly a violation of the PPR. But this mistake was made unconsciously and there was no purpose behind this mistake. So, it is hoped that audit authority would be kind enough to forgive the mistake of mentioning the estimated cost at the advertisement of OTM procedure for the time being.	Audit Objection Resolved.

Audit Authority	Year	Title of Audit Objection	Actions taken to resolve audit objections	Audit settlement stage and comments
			(Reply from the Bagatipara Upazila enclosed).	
FAPAD	2018-19	<b>Para: 02</b> <b>Excess Payment was made for Capacity Development (CD) &amp; Infrastructure Development amounting to Tk.2,31,09,678.00 beyond DPP provision &amp; Training Manual.</b>	Minutes 3 of 2 <sup>nd</sup> Project Steering Committee Meeting of the project dated 13th April, 2017, it was decided that RPA fund can be carried over in accordance with the project progress	Replies given through broadsheet.  Audit objections should be resolved by revising the DPP.
FAPAD	2018-19	<b>Para: 03</b> <b>The main purpose of the project remains in questions as the financial and practical progress of UGDP financed under JICA is not at the desired level until FY 2018-19.</b>	As per the approved DPP of Upazila Governance and Development Project (UGDP), the date of commencement of the Project was 01 December, 2015. The DPP of the project was approved by ECNEC on 20- 03- 2016, full time PD joined on 01 January, 2017, the Upazila Development Facilitators (UDF) joined on 07 May 2017, the support staff of PMU were recruited on 09 October 2017 and the contract with International Consulting Firm was signed on 28 March 2018. So, the progress in the Financial Year 2016-17 & 2017-18 was 4.90% but RADP 2018-19 progresses was 97.43% and overall project progress was 12.67% up to 30 June 2019. Now the number of Upazila increases and project staff have been deployed, So the implementation progress of the project has already been increased in the present financial year and will be continued in the coming financial year.	Replies given through broadsheet.
FAPAD	2018-19	<b>Para: 04</b> <b>Discrepancy between expenditure shown in Financial Statement</b>	The details of financial support and development assistance expenditure for the given financial year have been sent to	Audit Objection Resolved.

Audit Authority	Year	Title of Audit Objection	Actions taken to resolve audit objections	Audit settlement stage and comments
		(FS) & expenditure as per IBAS++ amounting to Tk.71,67,46,000,000.00 (Tk. Seventy-One Crore Sixty-Seven Lakh & Forty-Six Thousand only).	the Project Office, Office of the Chief Accounts Officer (CAO), and LGD Authority. It may be noted here that the Project Office has received the financial support and development assistance expenditure details from the Office of the Chief Accounts Officer (CAO) and LGD Authority.	
FAPAD	2018-19	<b>Para: 05</b> According to the DPP, financial irregularities of Tk. 7, 53, 000.00 which has been spent despite lack of adequate allocation in the Economic Code - 4886 (Engineering Support).	The amount should be adjusted by revising the DPP.	Replies given through broadsheet.  Audit objections should be resolved by revising the DPP.
FAPAD	2020-21	Para1. Bank information does not match with the financial statement.	The reconciliation statement has already been prepared and submitted to the Project Management Unit (PMU), Bangladesh Bank, Sonali Bank and Agrani Bank.	Audit Objection Resolved.
		<b>Para 3. One Crore Nine Lakh Ninety-Six Thousand Three Hundred and Fifty Four taka (1,09,96,354.00) has been irregularly paid by giving undue benefits to the supplier in connection with the purchase of plastic high-low benches.</b>	The work order is awarded to the lowest bidder in the e-GP tendering process in OTM mode as per PPR guidelines for selection of vendors for sub-projects.	Audit Objection Resolved.
		Para 5. Supply of furniture and construction for Hon'ble President Abdul Hamid School and College, Ashtagram, Kishoreganj of 2 classrooms, toilet,	Laboratory report is attached in the original file.  Scan copy of laboratory report provided to Auditor.	Audit Objection Resolved.



Audit Authority	Year	Title of Audit Objection	Actions taken to resolve audit objections	Audit settlement stage and comments
		1 teacher's room on ground floor including electric connection with UGDP sub-project in fiscal year 2020-21 in violation of tender schedule and operation plan guidelines, rod supply and construction work without laboratory test due to Irregularity in payment		
		Para 2. Waste of project money of <b>Tk. 24,44,040.00 (Twenty Four Lakhs Forty Four Thousand Forty)</b> by giving undue advantage to suppliers in case of purchase of high-low benches.	In case of purchase of high-low bench, the amount paid is not more than the market rate, considering the market rate, overhead charges, contractor's dividend, VAT (15%) income tax (4%). Therefore, the concerned authorities of Bholahat Upazila of Chapainawabganj district paid a total of 47,21,640.00 (Forty Seven Lakh Twenty One Thousand Six Hundred Forty) as 10,780.00 Taka per set bench on 28.06.2020 which is not more than the market rate. In addition, the final bill is paid only after project manager approves it. Therefore, in this case, there is no opportunity to give any kind of unethical benefits to the supplier through the concerned officials of the Upazila Parishad.	Replies given through broadsheet.  Resolution of audit objection is in process.  The project authorities and concerned departments should take prompt action to resolve objections.
		Para 7. Unauthorized payment of <b>Tk. 30,48,99,999/- (Thirty Crore Forty Eight Lakh Ninety Nine Thousand Nine Hundred Ninety Nine)</b> without making any estimate in violation of the rules of PPR-2008.	When an upazila is selected for PBA (Performance Based Allocation) the upazila authority prepares estimates including all estimated costs, plans and designs for CD sub-project units of 10 lakh taka and INF sub-projects for 40 lakh taka. Upazila authorities send it to PMU. Then the PMU authority reviews the estimates, plans and designs.	Replies given through broadsheet.  Resolution of audit objection is in process. The project authorities and concerned departments



Audit Authority	Year	Title of Audit Objection	Actions taken to resolve audit objections	Audit settlement stage and comments
			Therefore, approves the implementation of sub-project units. Upazila authorities mostly follow the LGED rate schedule while preparing estimates. After consent from the PMU, the Upazila Authority implements the sub-project and submits the bill voucher to the PMU for payment. PMU pays after deducting VAT and IT as per Govt norms. As the Upazila Authority carries out all the expenditure, all activities related to sub-projects are done by upazila authorities.	should take prompt action to resolve objections. Future purchase plans should be implemented in the light of the said objections, so that such objections are not raised again.
FAPAD	2021-22	Para 1. An advance of Tk. <b>1,20,00,000.00 (One Crore Twenty Lakh)</b> was paid to various upazilas for training, but no adjustment was made by June 30.	The coordinated vouchers have already reached the PMU authorities.	Audit Objection Resolved.
		Para 2. Irregular expenditure of Tk. <b>48,11,643.00 (forty eight lakh eleven thousand six hundred and forty three)</b> due to supply and use of MS rod without submitting test report as per tender schedule including operation guidelines.	The test report has reached to the PMU authorities.	Audit Objection Resolved.
		Para 3. Irregular expenditure of Tk. <b>27,62,500.00 (Twenty Seven Lakh Sixty Two Thousand Five Hundred)</b> due to provision of ambulance without acceptance by Technical Committee.	The Ambulance supplied has received proof of acceptance by the constituted Technical Committee.	Audit Objection Resolved.

<b>Audit Authority</b>	<b>Year</b>	<b>Title of Audit Objection</b>	<b>Actions taken to resolve audit objections</b>	<b>Audit settlement stage and comments</b>
		Para 4. Loss of <b>Tk. 48,68,600.00 (Forty Eight Lakh Sixty Eight Thousand Six Hundred)</b> due to supply of plastic furniture by contractor without BUET's test report.	Upazila Parishad is the implementing authority of the sub-projects. So, the upazila authorities have been informed to take necessary action regarding the audit objection.	Replies given through broadsheet. Resolution of audit objection is in process. No purchase can be executed without required test report. In this case zero tolerance policy should be adopted.

*Source: Project office*

### **3.9.2 Audit Objection Analysis**


Overall observation shows that the responses of the project implementing authority are reasonable in view of most of the objections of the audit authorities. Expeditious action has been taken in settling the objections. Audit objections play an important role in ensuring the overall quality of products, operations and services. However, conducting internal and external audits is essential to establish financial discipline, transparency and accountability in project implementation and to improve institutional efficiency and capacity. The quality of FAPAD audits is satisfactory in terms of transparency and accountability of project financial management.

### **3.10 Monitoring and Reviewing Progress of Project Construction Work as per Specification, BoQ/ToR, Quality and Quantity**

On-site inspection of the project area is carried out to verify whether the goods are being used as per the specifications/BoQ stipulated in the purchase agreement. Strength assessment reports of de-formed bars, plastic benches and local sand quality assessment reports, provided by BUET and LGED-Sherpur, were obtained.



# Image 3.1 Product Quality Test Report




## BANGLADESH UNIVERSITY OF ENGINEERING AND TECHNOLOGY (BUET)

### DEPARTMENT OF CIVIL ENGINEERING

Mobile: 01819557984; PABX: (8802) - 55167100, 55167228-57 Ext. 7226, Info: <http://brc.ce.buet.ac.bd/home>, Report verification: <http://verify.ce.buet.ac.bd>

### STRENGTH OF MATERIALS LABORATORY

1 of 3



BUET/CE 03 75407

**TEST OF DEFORMED M.S. BARS [ASTM A 615M-661]**

Sent by: মোঃ আব্দুল হকিম মন্ডল, উপজেলা প্রকৌশলী  
এলাহাবাদ, ফুলটুটা, মৌলভীবাজার।

Project: আমতলা বাজার এন্ড বিজয়া বাজার সেত নির্মাণ।

BRTC No.: 1102-83760/CE/22-23; Dt: 30/11/2022  
Ref: 46.02.5865.000.14.342.20-525; Dt: 19/9/2022  
Date of Test: 28/11/2022  
Contractor/supplier: মোঃ হাসিম হোসেন, কালুরা, ফুলটুটা, মৌলভীবাজার।

Samples were received in SEALED condition.

Sl. No.	Frog Mark / Identification	Bar Desig./Nominal dia.	Actual bar dia.	Unit Weight	Average Unit Weight	Yield or Proof Load	Yield or Proof Strength	Average Yield or Proof Strength (YS)	Tensile Load	Tensile Strength	Average Tensile Strength (TS)	TS/YS	Elongation (%) (G. length = 200 mm)	Average Elongation (%)	Bend Test
									kN	MPa	MPa				
1	BSI G60 B420 DWR	16	16.0	2.434	2.477	114	362	500	173	560	695	1.19	25	17	-
2	BSI G60 B420 DWR	16	15.9	2.538		121	384		172	545			21		
3	BSI G60 B420 DWR	16	16.2	2.460		175	555		212	675			16		
4	BSI G60 B420 DWR	16	16.2	1.623	1.586	101	500	(72500 psi)	120	595	(86500 psi)	1.19	17	17	-
5	BSI G60 B420 DWR	16	15.9	1.566		101	500		120	595			17		
6	BSI G60 B420 DWR	16	16.0	1.569		101	500		121	600			17		
7	BSI G60 B420 DWR	12	12.1	0.896	0.906	47.3	419	(62000 psi)	429	62.8	575	1.34	19	-	-
8	BSI G60 B420 DWR	12	12.3	0.933		52.2	462		68.6	605			18		
9	BSI G60 B420 DWR	12	12.0	0.880		48	407		62.8	555			14		
10	BSI G60 B420 DWR	10	10.1	0.625	0.624	37.2	470	(68500 psi)	472	47.8	605	1.28	16	-	-
11	BSI G60 B420 DWR	10	10.0	0.620		36.7	465		47.3	600			14		
12	BSI G60 B420 DWR	10	10.1	0.626		38	481		48.7	615			13		

ASTM A615M-16 Weight Requirements and Nominal Area of bars (Table A1.1)


Bar desig./Nominal dia., mm	8	10	12	16	20	22	25	28	32	36	40	50	60
Nominal area, sq mm	50.3	79	113	201	314	380	491	616	804	1018	1257	1963	2827
Nominal weight, kg/m	0.235	0.617	0.888	1.578	2.468	2.98	3.853	4.814	6.313	7.99	10.865	15.41	22.2

Measured unit weight shall not be less than 94% of the nominal weight. 6mm bar size is not covered in ASTM A615M-16. Area and weight of 6mm and 22m dia. bars are derived based on principle followed for other sizes in Table A1.1. Actual dia. and TS/YS ratio are provided for informative purpose only. These are not requirements of ASTM A615M-16. Actual diameter is the diameter of a perfectly round plain bar having same mass per unit length.

ASTM A615M-16 Tensile Requirements for Common Steel Grades

	Grade 60		Grade 75		Grade 80	
	[420]	[520]	[550]	[650]	[725]	[550]
Tensile strength, min. psi [MPa]	90 000 [620]	100 000 [690]	105 000 [725]	105 000 [725]	105 000 [725]	80 000 [550]
Yield strength, min. psi [MPa]	60 000 [420]	75 000 [520]	80 000 [550]	80 000 [550]	80 000 [550]	80 000 [550]
Elongation in 8 in. [200 mm], min, %	10, 12, 16, 20	9	7	7	7	7
Bar Designation	28, 32, 36, 40, 50, 60	8	7	7	7	7
		7	5	6	6	6

Conversion factor: 1.0 MPa = 1.0 N/mm<sup>2</sup> = 145 psi. Strengths are based on nominal area.



301

Countersigned by:  
Prof. Dr. Hasib Mohammed Ahsan, Test-in-Charge  
Dept. of Civil Engg., BUET

Test performed by:  
Dr. Moazzem Hossain  
Professor, Dept. of Civil Engg.

### LOCAL GOVERNMENT ENGINEERING DEPARTMENT

RDP \_\_\_\_\_ LABORATORY AT \_\_\_\_\_

#### COMPRESSIVE STRENGTH OF CEMENT (ASTM C-109)

(Using 30x30x30mm cube of cement Mortar)

Client: UE/Kalaura      Memo No/Ref: 46.02.5835.003.05.011.19-811      Date: 01/10/2022

Scheme: Jaika      Location: Construction of EPI Centre, Kalaura Hospital

Sample No: \_\_\_\_\_      Type of Specimen: Stone Chips      Sampled by & Date: UE/Kalaura

Quantity Collection from Field: \_\_\_\_\_      Quantity Represented: \_\_\_\_\_

Laboratory Register no: LGED/Moul/LAA/2022      Date of Test: 20/11/2022

Brand of Cement (origin): Seven Ring      Relative Humidity: \_\_\_\_\_      Temperature: \_\_\_\_\_

#### NORMAL CONSISTENCY DETERMINATION

Trial No	1	2	3	4	5	6
Wt. of Cement gm	650	650	650	650		
Volume of water, cc	150	160	170	180		
Penetration, m	6	7	8	9		
Normal Consistency	% = 28% (rounded to the nearest 0.5% of the weight of the dry cement as per ASTM)					

#### SETTING TIME DETERMINATION

Elapsed time	Time	Penetration
Start	9-30	
30	10-00	Full
45	10-15	Full
60	10-30	Full
75	10-45	38
90	11-00	35
105	11-15	30
120 T1	11-30	27 P1
135 T2	11-45	12P2
150	12-00	8
165	12-15	5
180	12-30	3
195	12-45	2
210	13-00	1
225	13-15	
240	13-30	No spotted

While Test Duration is Multiple of 15 min. for the Sampled Sample Only.

T2-T1

Initial Setting time = T1 + x (P1-25) = 122 min

P1-P2

Final Setting time = 240 min

Note: as per ASTM C-150 (specification for Ordinary Portland Cement) the Initial Setting time should not be less than 45 min and Final setting time should not be more than 375 min

Tested by: Laboratory Technical, LGED, Moulvibazar.  
Comment of the Laboratory in Charge: OK

### LOCAL GOVERNMENT ENGINEERING DEPARTMENT

LABORATORY AT \_\_\_\_\_

#### COMPRESSIVE STRENGTH OF BRICKS

Client: UE/Kalaura      Memo No/Ref: 46.02.5835.003.05.011.19-811      Date: 01/10/2022

Scheme: Jaika      Location: Construction of EPI Centre, Kalaura Hospital

Sample No: \_\_\_\_\_      Type of specimen: Bricks      Quantity of Sample: \_\_\_\_\_

Quantity Collection from Field: 10 Nos      Quantity Represented: \_\_\_\_\_      Sampled by & date: UE/Kalaura

Laboratory Register no: LGED/Moul/LAA/2022      Date of Test: 20/11/2022

Specimen Number	Frog Mark	Dimension half full Brick L x W (in cm)	Area (m <sup>2</sup> )	Max Load (kg)	Comp. Strength (psi)	Average Comp. Strength (Psi)	Remarks
1		4.5 x 4.4	19.80	22000	2447	2502 psi	
2		4.5 x 4.5	20.25	24000	2610		
3		4.6 x 4.4	20.24	23000	2502		
4		4.5 x 4.4	19.80	22500	2502		
5		4.6 x 4.5	20.70	23500	2500		
6		4.4 x 4.4	19.36	21500	2445		



Note: 1MN/m<sup>2</sup> = 145.038 psi and 1K = 224.809 lb

Tested by: \_\_\_\_\_

Comment of the Laboratory in Charge: \_\_\_\_\_

This Test Report is  
Valid for 12 Months  
Only for the Sample Only.

Signed by: \_\_\_\_\_


  
 Assistant Engineer  
 LGED, Moulvibazar



### 3.11 Monitoring of Infrastructure Sub-Projects

#### i. Inspection of Irrigation Drain, Mahadevpur Upazila, Naogaon

During the inspection of an irrigation drain implemented in Mahadevpur upazila of Naogaon district, it is seen that water is being supplied to the agricultural land through the irrigation drain. However, the growth of weeds in the irrigation drains is obstructing the flow of water. If the irrigation drain is regularly cleaned and maintained, this drain could have served for long.



**Image 3.2: Inspection of Irrigation Drain, Mahadevpur Upazila, Naogaon**



**Image 3.3: Solar Street Light, Mahadevpur Upazila, Naogaon**



**Image 3.4: Road Inspection, Sapahar Upazila, Naogaon**

#### ii. Madhukhali Upazila Health Complex, Madhukhali, Faridpur

During the inspection of Madukhali Upazila Health Complex, one bed for the patients procured under the project funding was found lying unutilized and unsanitary. Another bed was piled high with cartons and medical equipment.



**Image 3.5: Beds from the Project, Lying Unused. Madukhali Upazila Health Complex, Madukhali Upazila, Faridpur**

**iii. Nandigram Technical and Business Management College, New Building Construction Project, Nandigram Upazila, Bogra**



**Image 3.6: Nandigram Technical and Business Management College, New Building Construction Project, Nandigram Upazila, Bogra**

Nandigram Technical and Business Management College, the construction of the building under the project has been completed and the chairman and vice-chairman of the said upazila inaugurated the building. But, on-site inspection, cracks were found in various parts of the building's walls, and the building is still unusable as the floor work has not been completed.

**iv. Inspection of Solar Lights and Sustainable Sako Under UGDP**

Alikadam Upazila of Bandarban district has got electricity facility as a result of installing solar lights at appropriate places for public convenience under UGDP. Similarly, the sustainable foot bridge (*sako*) constructed under UGDP in Morelganj upazila of Bagerhat district, is a milestone to facilitate public transportation.



**Image 3.7: Provision of Solar Lights to Public Under UGDP in Alikadam Upazila of Bandarban District**



**Image 3.8: A Sustainable SAKO Constructed Under UGDP in Morelganj Upazila of Bagerhat District**

## 3.12 Analysis of Results Obtained on the Basis of Quantitative and Qualitative Data

### 3.12.1. Quantitative Data Analysis

#### Age-group Distribution of Beneficiaries

For the present study, 1,704 beneficiaries were interviewed out of which 1,088 (63.85%) were males and remaining 616 (36.15%) were females. The average age of male beneficiaries is 37 years, and the average age of female beneficiaries is 33 years. However, 24% of the beneficiaries were below the age of 30. On the other hand, the number of beneficiaries above 65 years of age is only 3.13% for males, and 0.65% for females (Table 3.13).

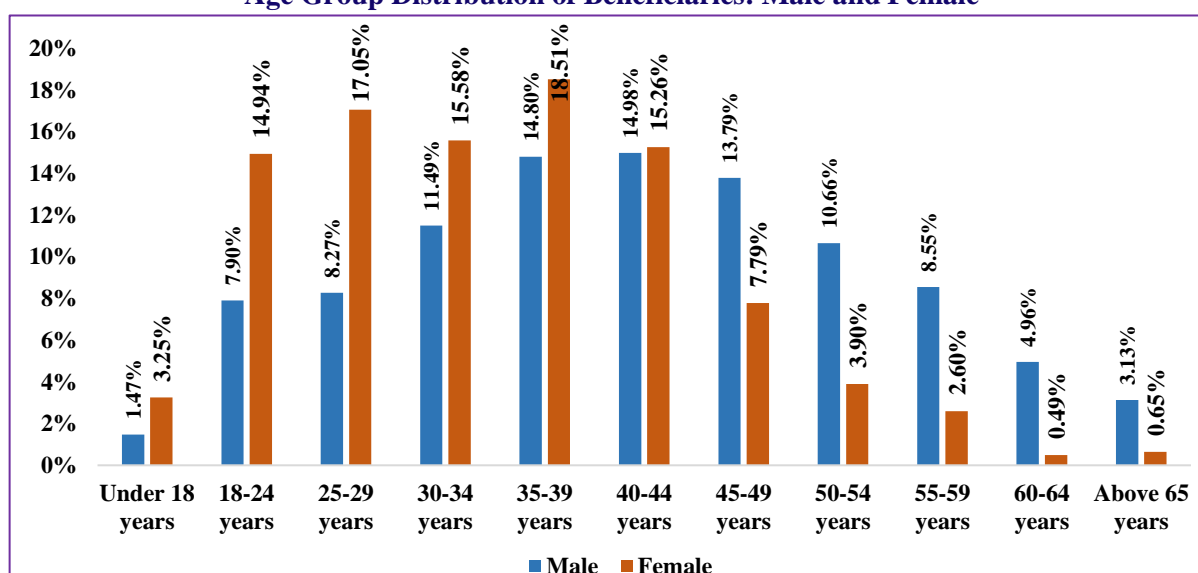
**Table 3.13**  
**Age Group Distribution of Beneficiaries: Male and Female**

Age group	Male		Female		Total	
	Number	%	Number	%	Number	%
Under 18 years	16	1.47%	20	3.25%	36	2.11%
18-24 years	86	7.90%	92	14.94%	178	10.45%
25-29 years	90	8.27%	105	17.05%	195	11.44%
30-34 years	125	11.49%	96	15.58%	221	12.97%
35-39 years	161	14.80%	114	18.51%	275	16.14%
40-44 years	163	14.98%	94	15.26%	257	15.08%
45-49 years	150	13.79%	48	7.79%	198	11.62%
50-54 years	116	10.66%	24	3.90%	140	8.22%
55-59 years	93	8.55%	16	2.60%	109	6.40%
60-64 years	54	4.96%	3	0.49%	57	3.35%
Above 65 years	34	3.13%	4	0.65%	38	2.23%
<b>Total</b>	<b>1088</b>	<b>100.00%</b>	<b>616</b>	<b>100.00%</b>	<b>1704</b>	<b>100.00%</b>
Mean age (years)	37		33		36	

Source: In-depth Monitoring survey 2023

**Bar Chart 3.5**

**Age Group Distribution of Beneficiaries: Male and Female**

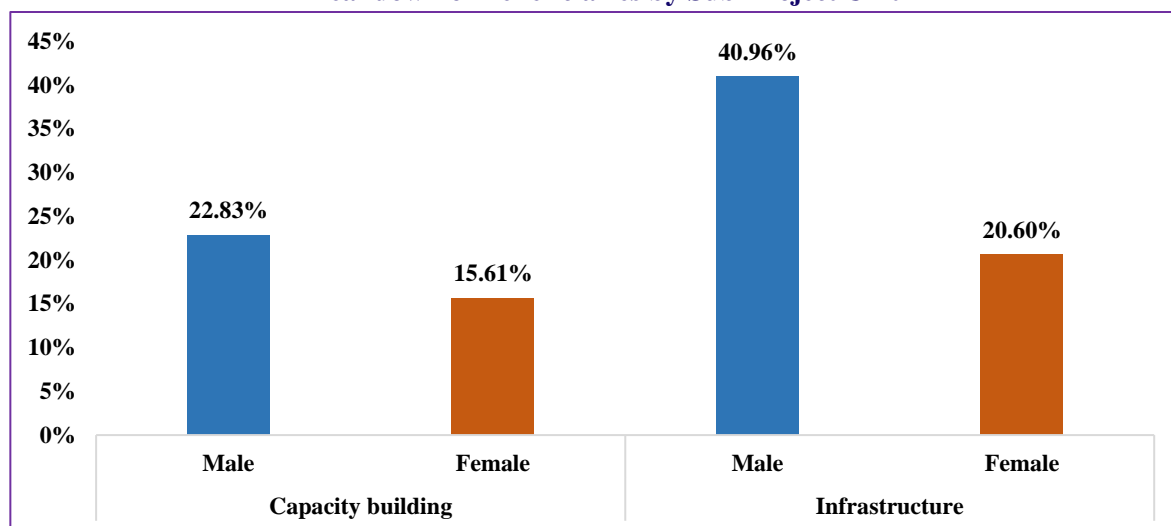


Source: In-depth Monitoring Survey, 2023

### Breakdown of Beneficiaries by Sub-Projects

It can be seen from Bar Chart 3.6 that 38.44% of the respondents out of 1704 beneficiaries interviewed for the in-depth monitoring survey gave their views on capacity development and 61.56% of the respondents gave their views on the infrastructure sub-projects implemented under project financing.

**Bar Chart 3.6**  
**Breakdown of Beneficiaries by Sub-Project Unit**

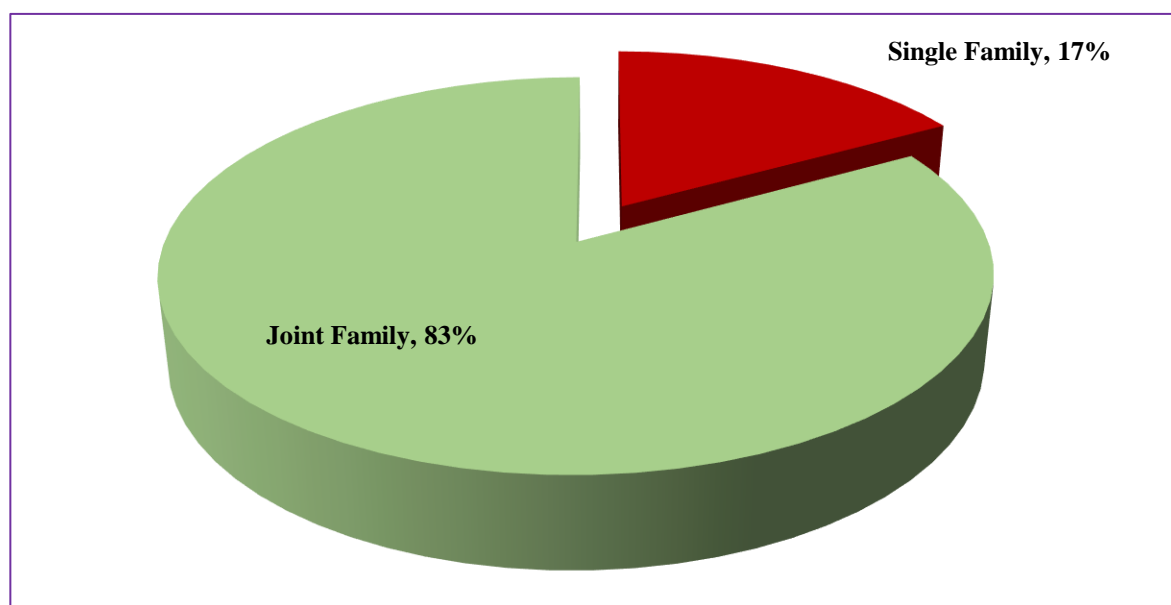


Source: In-depth Monitoring Survey, 2023

### Family type

Out of the total number of respondents, 82.98% belong to single households and less than one-fifth (17.02%) belong to joint households. This indicates that the joint family is gradually going to be disappeared from Bangladesh (Pie Chart 3.1).

**Pie Chart 3.1**  
**Family Type**



Source: In-depth Monitoring Survey, 2023



## Number of Family Members

Table 3.14 shows that the average size of beneficiary households is 5.18.

**Table 3.14**  
**Number of Male and Female Members of Family**

	Number of male members (average)	Number of female members (average)	Total
Average number of Family members	2.57	2.61	5.18

*Source: In-depth Monitoring Survey, 2023*

## Occupation of Beneficiaries of Capacity Development Sub-projects

According to Table 3.15, among the respondents surveyed 13.18% of the beneficiaries were engaged in business before joining the scheme, while 15.03% of the beneficiaries are now in businessmen. Similarly, currently 11.32% are engaged in handicrafts, as against 4.73% earlier. However, unemployment before the project was 2.87%, which has now reduced to 1.69%. This shows that those who are not employed are less likely to be included in the selection as trainees. The project authority can provide necessary instructions to the upazila authorities for giving priority to the unemployed for capacity building and it needs to be monitored regularly.

**Table 3.15**  
**Occupation of Beneficiaries: Before and After the project**

Occupation	Current status %	Pre-project Status %
Business	15.03%	13.18%
Student	13.85%	17.74%
Hand art	11.32%	4.73%
Farming	10.98%	13.01%
Housework	10.47%	17.06%
Teacher	9.29%	9.29%
Job	5.41%	5.07%
Fish farming	3.38%	2.53%
Tailor	2.87%	1.86%
Driver	2.36%	1.18%
Electrician	2.20%	1.52%
Other	2.20%	2.20%
Mobile phone servicing	1.86%	1.69%
Goat/cow/other animal husbandry	1.86%	1.18%
Unemployed	1.69%	2.87%
It freelancer	1.18%	0.68%
Poultry/poultry rearing	1.01%	1.35%
Craftsman	0.84%	0.51%
Daily wage workers	0.68%	1.01%
Commercial orchards	0.68%	0.51%
Journalist	0.51%	0.51%
Trained midwives (sba)	0.17%	0.00%
Manufacturer of bakery food products	0.17%	0.17%
Rickshaw/van driver/boatman	0.00%	0.17%

*Source: In-depth Monitoring Survey, 2023*



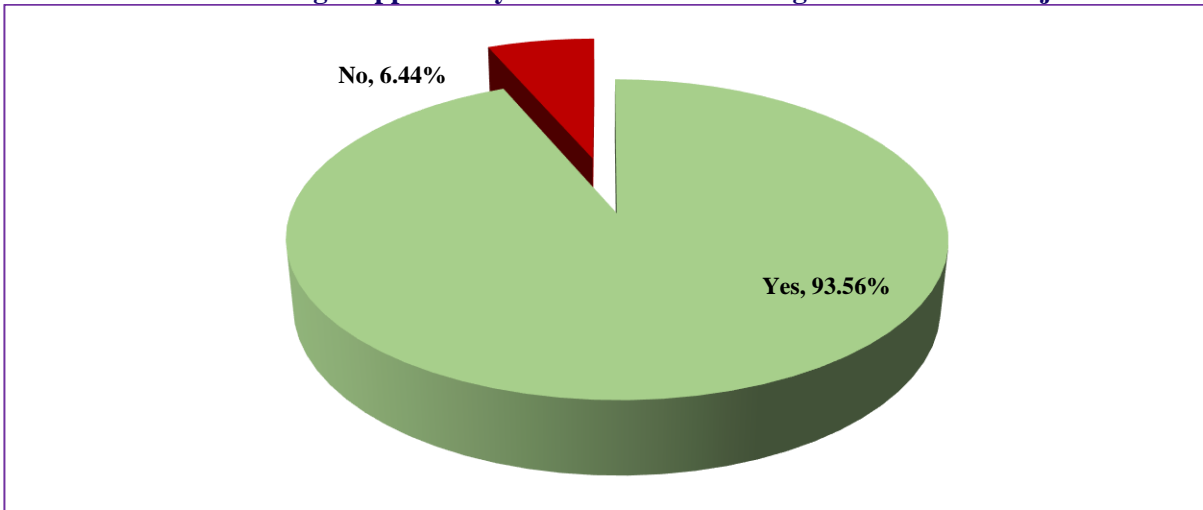
### Impact of the Project on Increasing the Income of Respondents belonging to Capacity Development Sub-Project

The monthly income of the beneficiaries has slightly increased compared to the pre-inclusion status of the project. The average monthly income of the beneficiaries increased by 14.72% (previous income increased from tk. 10,247 to current income of tk. 14,207).

### Hands-on Learning Opportunities in the Training

Among the beneficiaries, 93.56% of them said that there were adequate opportunities for hands-on learning in the training. That means, the trainings were quite useful for the beneficiaries.

**Pie Chart 3.2**  
**Was there Enough Opportunity for Hands-on Learning in the Chosen Subject?**

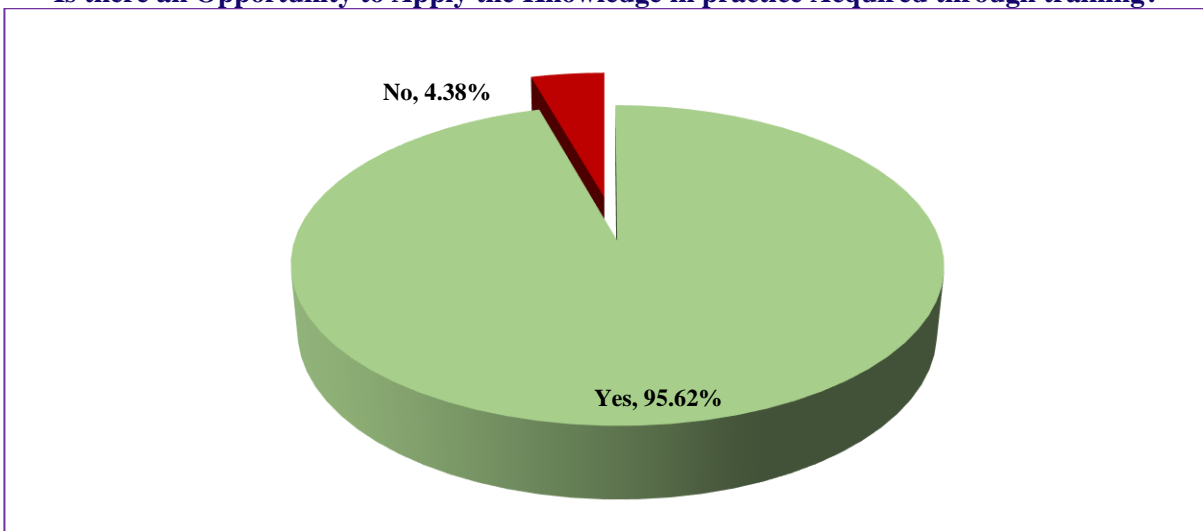


Source: In-depth Monitoring Survey, 2023

### Practical Application of Learned Knowledge

Almost 96% respondents said they can apply in practice the knowledge gained from the training.

**Pie Chart 3.3**  
**Is there an Opportunity to Apply the Knowledge in practice Acquired through training?**

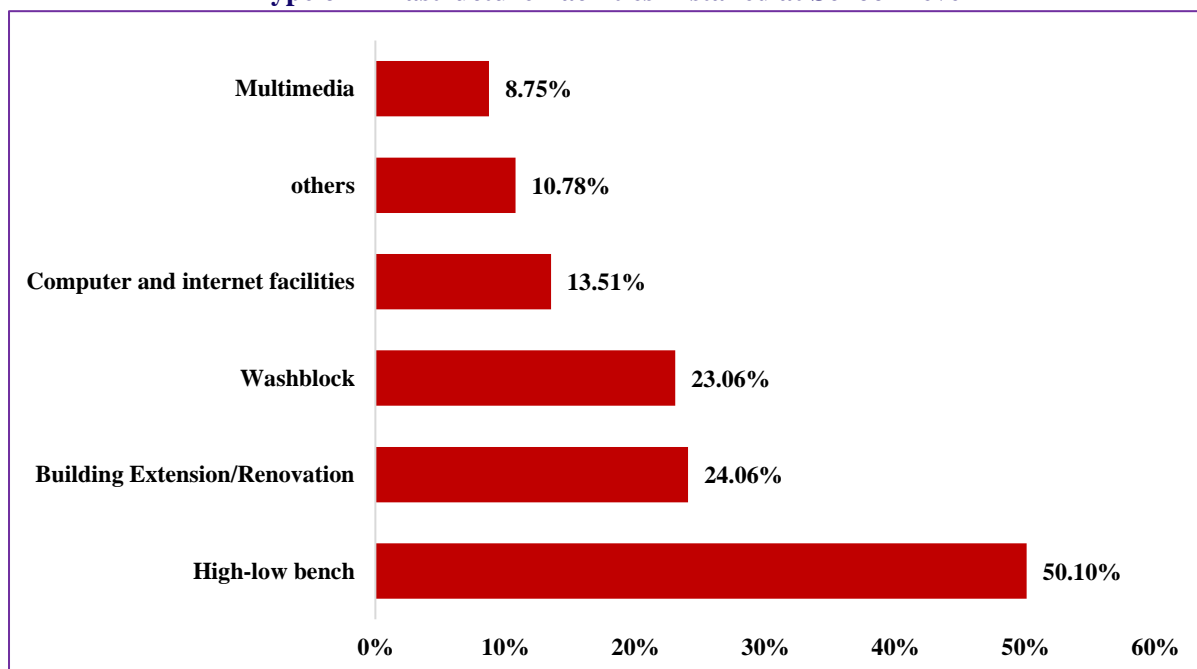


Source: In-depth Monitoring Survey, 2023

### Respondent's Views on Infrastructure Sub-Projects

Quantitative Data show the distribution of respondents about the type of infrastructure development sub-projects implemented at school level through infrastructure sub-projects: high-low benches- 50.10%, building expansion/renovation facilities- 24.06%, wash blocks. Renovation/Construction facilities - 23.06%, Multimedia - 8.75%, Computer and Internet facilities - 13.51%, and other facilities received by 10.74%.

**Bar Chart 3.7**  
**Type of Infrastructure Facilities Installed at School Level**



Source: In-depth Monitoring Survey, 2023

### Impact of projects on students due to infrastructure development

According to opinion of 99.60% of the respondents, attendance rate of students has increased as a result of infrastructural development, similarly 96.23% of respondents said that the passing/success rate of students has also increased.

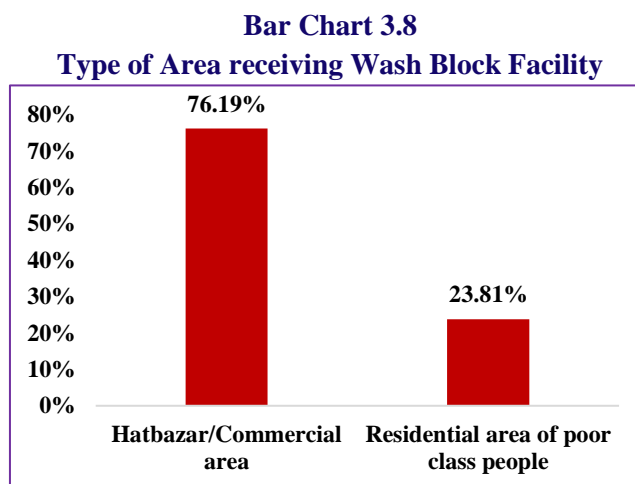
**Table 3.16**  
**Impact of Projects on Students due to Infrastructure Development**

Index	Yes (%)
Increase in school attendance rate compared to earlier	99.60%
Increase in pass rate of students compared to earlier	96.23%
Lower dropout rate compared to earlier	99.21%
More girls are going to school today than ever before	98.02%
Time has been saved compared to earlier	84.72%
Saving money compared to before	74.40%
Multimedia/online based teaching introduced	71.23%
It has had a positive impact in various areas	97.22%

Source: In-depth Monitoring Survey, 2023

### Wash-blocks at Community Level

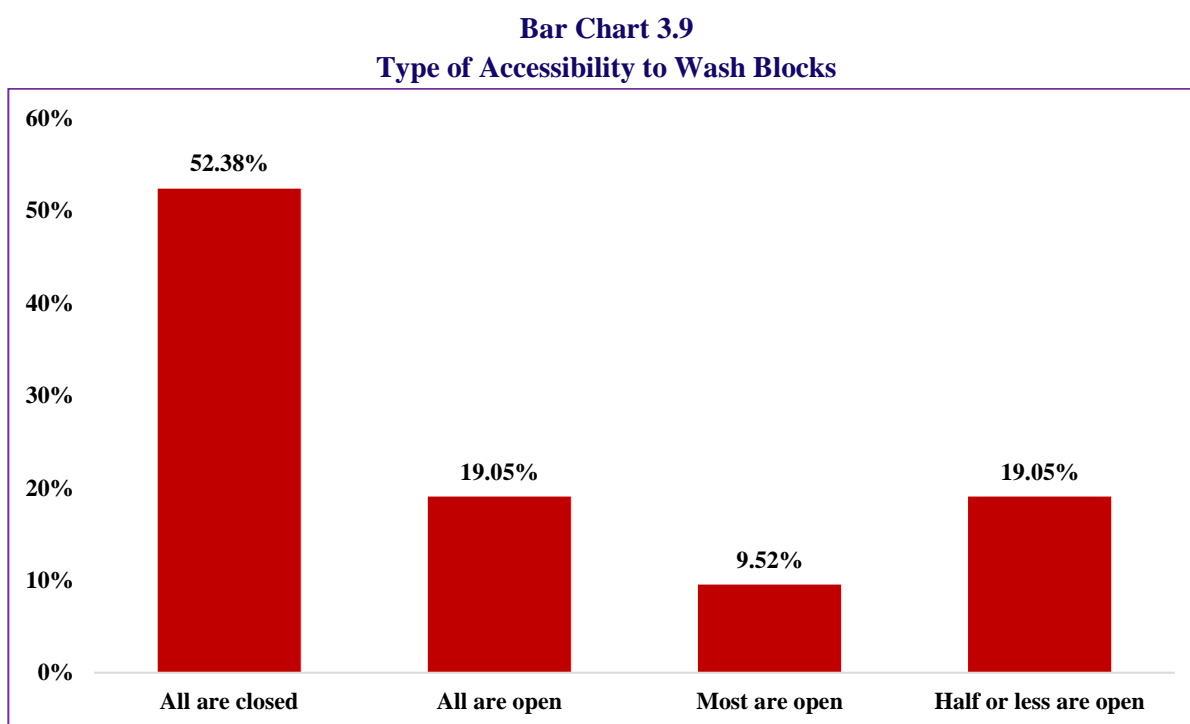
According to Bar Chart 3.8, 76.19% of the respondents said that wash blocks have been constructed in Hatbazar/Commercial areas of the upazila under infrastructure sub-projects. However, according to 23.81% of the respondents, wash blocks have been installed in the residential areas of poor class people.



*Source: In-depth Monitoring Survey, 2023*

### Accessibility to Wash-Blocks

As per Bar Chart 3.9 below, 52.38% respondents said that all the wash blocks remain closed always, while only 19.05% of them find all the wash blocks always open.

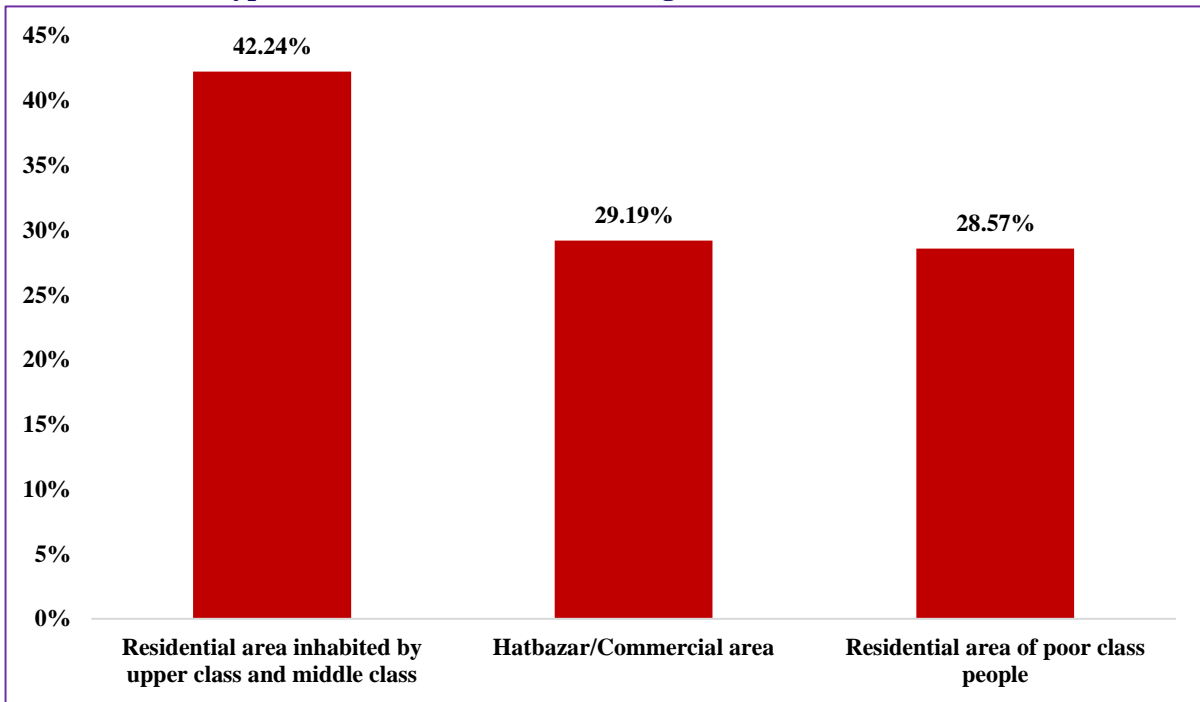


*Source: In-depth Monitoring Survey, 2023*

### Solar Electrified Street Lamps/Solar Street Lights

As shown in Bar Chart 3.10 below, some weaknesses are evident in the selection of areas under infrastructure sub-projects at the rural level. Forty Two percent (42.24%) of the respondents who participated in the survey said that solar electrified street lights have been installed in residential areas mainly inhabited by upper and middle class people. On the other hand, one-fourth of the respondents (28.57%) said that this facility is provided in areas mainly inhabited by poor people.

**Bar Chart 3.10**  
**Type of Area Where Solar Street Lights Facilities are Installed**

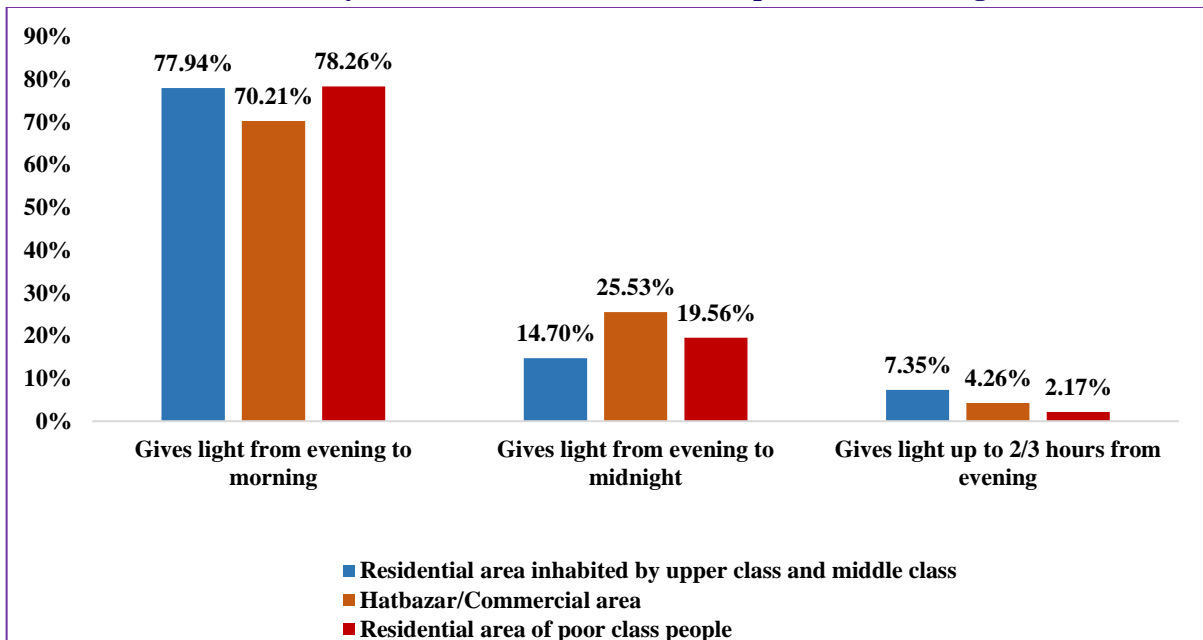


*Source: In-depth Monitoring Survey, 2023*

**Functionality of Solar Electrified Street Lamp/Solar Street Light**

According to Bar Chart 3.11 below, about three-fourths (77.94%) of the respondents said that solar street lights installed in upper/middle class residential areas provide light from evening to morning, while this rate is 78.26% in areas inhabited by poor people, and 70.21% in market/commercial areas.

**Bar Chart 3.11**  
**Functionality of Solar Electrified Street Lamps/Solar Street Lights**



*Source: In-depth Monitoring Survey, 2023*

### **3.12.2 Local Feedback Workshop**

A local level feedback workshop was held on 13/04/2023 at Kamalganj Upazila Parishad conference room of Moulvibazar district on in-depth monitoring survey of the project. Workshop President, Bir Muktijoddha Mr. Md. Rafiqur Rahman, Chairman, Kamalganj Upazila, welcomed all the participants and started the workshop activities. Then with the consent of the special guest IMED Sector-3 Director Mr. Mohammad Nashim Ahmed, power point presentation was made by the Team Leader on behalf of Panna Community Development Foundation on the in-depth monitoring work of UGDP project. Finally, the President invited everyone to participate in an open discussion on the project's progress and preliminary findings. Beneficiaries and project implementing officials present in the workshop gave their opinion and feedback.

#### **Findings from the Feedback Workshop**

- At present, the monthly meetings of upazila parishads, 17 upazila committee meetings are organized, meeting resolutions and budgets are prepared and uploaded regularly on the upazila web portal. Previously, only one-third of the upazilas used to hold regular monthly meetings, now this rate is about 90%.
- Upazila Parishad has undertaken the preparation, updating and display of Citizen Charter, preparation of annual-five-year plan, preparation of annual accounts, ADP accounts, selection and implementation of information focal points. Upazila Parishads under the project, and all types of information are regularly updated and uploaded on the web portal.
- As a result of the implementation of the UGDP project, sub-projects are being taken up prioritizing the needs of local areas and necessary monitoring is being done for the smooth implementation of the sub-projects. Accurately estimating, designing and preparing contract documents and accordingly inviting tenders through OTM system through e-GP and selecting contractor firms.
- Interviews with contracting firms and analysis of market rates revealed that the cost of construction materials had increased by up to one and a half times the proposed schedule rate in some cases. If the project authorities do not take a decision in this regard quickly, it will not be possible to complete the construction work on time.
- Many of the elected representatives do not have adequate understanding of procurement planning and formulation of five-year plans. Besides, upazila chairman and other public representatives do not have a clear idea about the scope of government offices working at the upazila level. Therefore, necessary training should be organized for the elected representatives to give them an idea about the scope of work of the offices working on procurement and five-year plans and upazila level.
- Refresher training should be organized every year in the case of e-documents and other computing related trainings organized for upazila level officials. These trainings are required for officers as well as office assistants-cum-computer operators.

- The role of UDF is very important in project implementation. But, the UDF in charge of each upazila is responsible for at least 2 upazilas, so he cannot be on duty for more than 2 to 3 working days in an upazila in a week. So it is quite challenging for a UDF to serve in two upazilas.

### 3.12.3 Qualitative Data Analysis

#### Analysis of Qualitative Data obtained from Upazila Parishad Stakeholder Level: UGDP Development Activities

Two types of development activities are being implemented under the project:

- i. Capacity building training programs; and
- ii. Physical infrastructure development.

#### i) Training program

Skill development training such as: Motor Driving, Masonry, Rod Masonry, Pipe Fittings & Plumbing, ICT Training (for School Teachers), e-Documentation Training, Sanitation & Hygiene, Accounts Training, Block & Boutique, Awareness raising Training, orientation training on Covid-19, training in agriculture (including forestry and nursery), fisheries, poultry and animal husbandry, mobile servicing, computer training, tailoring, beautician, traffic law awareness, etc.

#### ii) Physical infrastructure development

Supply of school equipment (benches, computers, printers, projectors/multimedia and scanners), construction of wash blocks in secondary schools/madrasas, construction/renovation of school buildings, construction of school rooms/walls, road paving, etc. have been completed under the infrastructure development sub-projects. Besides, distribution of medical supplies/equipment to hospitals and community clinics at upazila and union level such as: beds for patients, X-ray machines, oximeters; distribution of covid-19 equipment (mask, gloves, goggles, apron, footwear, cap), central oxygen and gas cylinder, nebulizer, EPI center construction (only 1 EPI center has been constructed as a whole in the country from the project, at Kulaura Upazila, Moulvibazar), Solar Street Light installation(at road/street, hat/bazaars), construction of drainage in irrigation schemes, construction of fish and vegetable sheds in bazaars, provision of clean drinking water in the community, etc.



**Image 3.9: Group Discussion with Upazila Government Officials, Raipura Upazila Parishad Conference Room, Narsingdi**

- **Changes in the Activities of Various Committees of the Parishad After the Launch of the UGDP project**

Since the launch of the UGDP project, there have been significant changes in the activities of various committees of the Upazila Parishad and these changes are: 1) employment opportunities have been created for various unemployed youths and young women through the training programme; 2) Education, health, medical, markets, roads, development of drainage system, installation of solar lights, use of information technology, renovation/construction of school buildings, supply of safe clean drinking water, development of sewage system; and iii) there has been considerable improvement in financial management practices. Moreover, there have been considerable positive changes in budgeting, resource management, socio-economic development, coping with Covid-19, financial documentation and human resources.

Earlier there was no regular meeting of the 17 committees of the upazila. But since the initiation of the UGDP project, regular meetings are held and resolutions are written. PSC meetings were also not held regularly, but since the inception of the project, PSC meetings have been held regularly and resolutions have been prepared regularly. Resolutions of monthly meetings have increased in quality and also open budget meetings are held and uploaded on the web portal.

- **Citizen Charter/Presentation of Citizen Charter**

Every office has citizen charter and services are provided accordingly. Citizen Charter has been posted/displayed at upazila entrance or public places so that all types of public can easily see and avail of services quickly. Apart from this, in the office room of the Upazila Nirbahi Officer, the information of all the offices of the upazila is displayed on the notice board as ‘upazila at a glance’.

- **Programs and Initiatives to further Improve the existing System of Upazila Parishad**

The reform programs and initiatives undertaken by the Upazila Parishad to further improve the existing system of the Upazila Parishad are: 1) According to the Upazila Parishad Act 1998, if a member of the Upazila Parishad is absent from three consecutive meetings, he will lose his position; 2) If involved in any activity harmful to the interest of the Parishad or the state, or if convicted by the court, he will lose his post from the upazila parishad.

Thus, the concerned persons of the Upazila Parishad have to act more cautiously not to be involved in any activities that are in conflict with the Upazila Parishad Act 1998, so that they don't have to face any embarrassment/disgrace in the future.



### 3.13 Case Studies

Some case studies have also been prepared to assess the impact of the project on the beneficiaries. Some case studies are presented below:

#### **Case study-1: UGDP has provided a safe and clean drinking water source to tea workers community in Kamalganj upazila of Moulvibazar district.**

Village: Baghachora, Union: Islampur, Upazila: Kamalganj, District: Moulvibazar. This area is a tea plantation dominated area. Out of 151 tea gardens in Sylhet division, 94 tea gardens are located in Moulvibazar district. In Baghachora village of Islampur Union under Kamalganj Upazila National Tea Garden is one them. This garden has been a major source of employment for the locals in the area since the British era. Various tribals and small ethnic groups have been living here since the British era around this tea garden. Many of those who live here have ancestors from Mizoram, Assam and Tripura in British India.



**Image 3.10: Water tanks installed to ensure safe and clean drinking water supply**

Around 250 families live in the Baghachara community, rich in hills and dunes, with around 1,200 people. All men and women of the community are tea-garden workers. The standard of living of those living in the community is severely underdeveloped due to poverty. None of the 5 basic rights required to live as a human being are sufficient for tea-garden workers till now.



**Image 3.11: Collection of Safe and Clean Drinking Water from Water Tank through Tape**

Water is the most essential thing for human life. As they live in hilly areas, ensuring availability of water is a big challenge for them. The drinking water supply here was inadequate before June, 2022. Earlier, the people of the community used to drink water from springs, wells, drains and rainwater and used it for cooking and other purposes. As a result of drinking water from these sources, they were affected by various water-borne diseases (such as: cholera, dysentery, diarrhea, fever and other diseases) and the risk of death was very high. Also, during the dry season, the supply of water from the water sources used to reduce to a minimum.

This information was given by Panchayat head Rakhil Goala of the said community. Once he was a tea-garden worker and later retired as a labor leader. He gets retirement allowance of 600 Tk. per month, *i.e.* 150 Tk per week.

Panchayat head Rakhil Goala said, thinking about the people of his tribe, out of 250 households in the community safe drinking water and water for daily use have been provided for 30



households in June 2022 through 2 reserve tanks with a capacity of 1000 liters through UGDP project funded by JICA.

These 2 reserve tanks are filled with water every morning and afternoon. On behalf of the project, some of the 30 households have been given the responsibility of maintaining the water tank by forming a committee under the leadership of Rakhil Gola. Since the installation of the facility, there have been no further problems with water availability, and the availability of safe water has significantly reduced the risk of death from water-borne diseases for those living in the community.

The people living in the community and the teagarden workers are now quite happy. Because, there is no water problem like before. The daily wage of tea workers till 2020 was Tk 120, which was Tk 102 in 2018. At present (from 2022 onwards) the daily wage per worker is Tk.170/-. Tea-garden workers have a day off on Sunday and on that day they do the weekly haat/purchase essential commodities.

Finally, it can be said that through the UGDP project, the people of the said community are getting safe and clean drinking water including water for daily use, they express their gratitude to JICA and UGDP project. They also demand that humanitarian aid from the project be maintained. The research team also went to the site and found that the water supply system functional through the supply line in every household.

### **Case Study-2: Digital X-ray Machines being reduced to Analog**



**Image 3.12: Digital X-Ray Machine Installed at Bheramara Upazila Health Complex in Kushtia, is Lying Unutilized.**

A digital X-Ray machine has been installed in Bheramara Upazila Health Complex of Kushtia with the help of UGDP project in 2021. This has been implemented as part of a support for affordable and improved medical services for the local residents.

But the real picture is different - there is no technician person to operate the digital X-ray machine, the X-ray register is also non-existent. Additionally, the machine is wrapped in polythene which is switched off for unknown reasons. Despite the availability of a brand-new

digital X-ray machine, patients seeking X-ray services at the health complex are being x-rayed through the old analog machines.

While searching, it has been seen that the door of the digital X-ray machine room is closed. Talking to some of service recipients who came to the facility, it is known that till date the closed door of the digital X-ray room of the hospital has never been opened. As a result, they have to go to the nearest private clinic or diagnostic center to undergo the necessary X-ray and spend extra money.

During the on-site inspection, with the help of an employee of the health complex, the research team went to the designated digital X-ray room. It was seen that the digital X-ray machine and computer have been installed in a room which is not spacious enough; there is an air conditioner, but as usual that was also switched off.

The objective of providing better, accessible and affordable health care to the local people through the installation of a digital X-ray machine in Bheramara health complex under UGDP project has failed completely. This is undesirable and complete wastage of public money.

### **Case Study-3: A group of Women dreaming of becoming Self-Reliant with the wings of their strong determination “Ichcha” (Desire)**



**Image 3.13: A Group of Trained Women Entrepreneurs in Kumarkhali Upazila of Kushtia Manufacturing Sanitary Napkins**

Kushtia is a green town built on the banks of the Padma-Garai. Kumarkhali, an upazila of Kushtia, is home to the memorials of Baul saint, Lalan Sai and Kabiguru Rabindranath. Like a thousand weavers weaving a web of dreams and prosperity in the twin band of loom and thread day and night, a few women of Kumarkhali aged 18 to 35 years came forward with a different atmosphere of intellect and mind; took initiatives for the purpose to contribute to the elimination of unemployment among women and to solve hygienic problems.

In 2017, the Kumarkhali branch of the UGDP project organized a training workshop on making sanitary napkins with JICA funding and the support of the Directorate of Women Affairs. But contrary to the number of seats, the number of interested candidates was very high. A total of 15 energetic women with minimum SSC passed the interview and qualifying round, and completed this 6-day free of cost training. After the training, these 15 women coming from 10

different villages of Kumarkhali came together to form the "Ichcha Sambay Samity" whose license number is 03454. In continuation of this, in 2019, the production of "Ichcha" brand sanitary napkins started on the 2nd floor of the Muktijoddha Complex building located on Erad Ali Road, Kumarkhali. It is not a material product as such; this is like a living reflection of the dreams of 15 energetic women.

The current production capacity of 'Ichcha' is 4500 pieces or 450 packets per day. Their production cost is Tk 48 per packet. In order to consolidate the position of their products in the competitive market, compared to other competing companies the selling price has been reduced by at least 5 Tk, and their price is 65 Tk in the wholesale level and 80 Tk. in the retail market. So far, the main customers are local hospitals, clinics and school hygiene corner authorities. The boundary of 'Ichha' has already extended beyond its own area to the neighboring Mirpur Upazila of Kumarkhali.

In the arena of 'Ichcha', the entrepreneur is the same person as the worker. That is, all members associated with these activities are also members of the cooperative society; The entrepreneur is also involved in the production process as a worker. From manufacturing, refining, quality control, packaging to sales and marketing, they complete the entire process themselves. No staff has been appointed separately for these works. With the passage of time, 'Ichcha' Samabaya Samiti/cooperative society is now an ever-expanding family of 26 people. Total of 20 full-time members and 6 apprentices are being trained here along with paying each of them Tk. 1000 per month as traveling allowance.

The main challenge of 'Ichcha' is marketing. So far, they have been able to sell 6000 packets of their products, with a total income of Tk. 3,90,000. But this is not enough, if the sales volume cannot be increased in line with the production capacity, it will be difficult to survive in the current market. The life-blood of the organization and one of the entrepreneurs, Vice Chairperson of Kumarkhali upazila, Marina Akhtar Meena is quite aware of this. District Commissioner/DC and UDF are getting full cooperation. Besides, they are trying to promote, expand and market their own products. Their hope is that one day the wings of 'Ichcha' (desire) will spread throughout the country.



## Chapter Four

### Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis of the Project

#### 4.1 Strengths-Weaknesses-Opportunities-Threats (SWOT) Analysis of the UGDP Project

SWOT analysis is an important part of the in-depth monitoring of any development project. SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis has been done for the in-depth monitoring study of the UGDP project.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• This is the only project through which the Upazila Parishad can provide various services to the local population;</li> <li>• Contributing to good governance practices within the Upazila Parishad as the financing of the project is based on the assessment of Upazila Parishad;</li> <li>• All the information required by the citizens has been inserted in the Upazila web portal, thereby increasing the transparency of Upazila Parishad;</li> <li>• Capacity building sub-project are contributing to increased employment and income of local poor people, unemployed youth, and poor women in addition to Upazila Parishad employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient financing is not possible according to the demand of Upazila Parishad;</li> <li>• The project is dependent on the Upazila Engineering Department as its own technical manpower is not sufficient. The implementation of the project is delayed, since the Upazila Engineer remains very busy with many other tasks;</li> <li>• Inability to properly follow Annual Plan/Five Year Plan in selection of sub-projects;</li> <li>• Absence of clear provisions on women empowerment;</li> <li>• Frequent changes of PD; the current PD is also responsible for more than one project.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Enhancing the skill level of Upazila Parishad and NBD members in managing the administrative system;</li> <li>• Increasing the effectiveness of Upazila Parishad in meeting the needs of local people through infrastructure development projects;</li> <li>• Expanding the rate and scope of use of information technology for building smart upazilas;</li> <li>• Opportunity to use UDFs as resource persons of Upazila Parishad.</li> </ul>	<ul style="list-style-type: none"> <li>• Natural disaster situations or natural calamities;</li> <li>• Not having appropriate measures for infrastructure maintenance;</li> <li>• Non-completion of upazila parishad governance and development activities within the approved period;</li> <li>• Abnormal rise in prices of all types of goods including construction materials.</li> </ul>

## **Strengths**

The strengths of the project are the internal positive conditions of the project, which play an important role in driving the project implementation process successfully. The strengths of this ongoing project are: the implementation strategy of the project is appropriate, and there has been substantial improvement in developing new project plan, project implementation, documentation and monitoring systems including the financial management of Upazila Parishad. Because under this project, the bill is paid only after completion of the work. No work can be left unfinished and there is no scope for duplication. E-GP/OTM is used in the tender process and regular monitoring is done by Upazila Development Facilitator at the local level including close supervision from the central level. The project has been very successful in implementing the functioning of committees established by the government. Because upazila parishad project selection committee (PSC) and 17 committees take, implement, monitor and evaluate all activities, no separate committee is required for the project.

Some of the project's strategies are helping to increase the quality, quantity and accuracy of service delivery by Upazila Parishad such as giving priority to sub-projects in sectors like education, health, agriculture, public health, disaster reduction, information technology, supply of tap water, sanitation, etc. Approval of sub-projects from sector-based committees, payment of bills at the end of work completion (no provision of advance or intermediate bill payment during implementation of sub-project), conducting regular audit activities and following open tender process, and applying all types of monitoring methods.

Apart from ensuring participation of upazila vice-chairmen in planning, development and implementation of project; motivating the vice-chairmen to activate the upazila committees is one of the strengths of this project. The provision of clearance certificate stating 'no-harm to environmental and social aspects' for each sub-project is also indicative of strength.

## **Weaknesses**

No matter how efficiently a development project is formulated/implemented, there are some inherent weaknesses in the project due to which the project implementation process becomes slow and hampered. As a result, the process of achieving the desired goals and objectives of the project is affected. Notable weaknesses of this project are:

Not properly planning the duration and cost estimates of the project during formulation of DPP. In the Log-frame description, OVI (Objectively verifiable indicators), means of verification, important assumptions, Goals, Objectives, Inputs, Outputs are given but no year wise time indicators are given, which is a deviation.

Other weaknesses include in some cases there are problems in area selection for infrastructure development at the rural level, no priority given for inclusion of unemployed population in capacity building training, not properly planning in the DPP to organize PIC and PSC meeting as per Circular issued by Planning Division. Above all, for such a large project the current Project Director is not on full-time, he is taking on additional responsibilities for the project. Incidentally, he is in charge of 2 projects.

## **Opportunities**

Generally positive external conditions are considered as opportunities for any development project. The salient opportunities of this project are:

Since the minimum budget of infrastructure sub-project is 10 lakh taka, visible and sustainable projects are being implemented and opportunities have been created to implement sub-projects especially related to SDG targets. Due to the obligation of annual performance index, the upazilas are preparing long-term development plans for a period of five years. As a result, Upazila Parishad is able to carry out locally planned development activities. as a capable local government institution.

Upazila Development Facilitators are playing an effective role in the development of Upazila Parishad governance system and doing regular monitoring for proper implementation of sub-projects. Upazila Development Facilitators are recognized as an important worker/person for Upazila Parishad.

## **Threats**

Threats of any development project are the external conditions or factors of the project. The potential threats of this project are:

The crisis caused by the global pandemic Covid-19 and other global political instability. The Covid-19 pandemic, which started in late March 2020 and continued till June 2022, has delayed the implementation of the project by two years.

Due to the abnormal increase in the prices of all types of commodities including construction materials, there is a fear that infrastructure development activities may not be completed within the approved time period. Project estimates have been prepared using latest Rate Schedule (LGED). But the price of construction materials is not stable. Currently, the prices of construction materials have increased significantly as compared to the last rate schedule. Fluctuations in commodity prices are delaying project implementation and hampering progress





## **Chapter Five**

### **Overall Observations from the Review**

#### **5.1 Overall Observations from the Review**

**5.1.1.** As per the DPP, GOB allocation for the project was 16, 086.03 lakh taka, but, till April 2023 the total expenditure is 8475.01 lakh, which is 52.69% of the estimated expenditure of GOB sector. On the other hand, the total allocation under PA (project aid) was Tk.111029.97 lakh. against which the total amount spent till April 2023 is Tk. 76,286.26 la, which is about 68.71% of the total estimated DPA. The total DPP allocation for the project was Tk.127,116.00 lakh against which total expenditure till April 2023 is Tk. 4,761.06 lakh, cumulative progress is 66.68%. Necessary work plan/action plan needs to be undertaken to achieve the target within the remaining time (i.e. 1 year 8 months) of the project period;

**5.1.2.** Based on the Governance Performance Assessment (PA) results, 100 Upazilas were covered in the first year of the project, which was gradually expanded 200, 300, 357 and 475 Upazilas in the 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> year of the project respectively. The findings from the present survey based on quantitative and qualitative data collected from 55 upazilas under the 8 divisions show that the elected representatives of Upazila Parishad, UNO and other stakeholders have received training from the project. However, female vice chairmen of Upazila Parishad are ahead of others in terms of receiving training;

**5.1.3.** Due to Performance Based Allocation (PBA) and selection/implementation of sub-projects as per the guidelines, the percentage of high performing upazilas has steadily increased from PA1 to PA5. For example: the mean score was 34.1 at the 1st PA, which increased to 70.9 at the 5th PA. Similarly, the number of upazilas passed in PC was 217 in 1st PA, 223 in 2nd PA, 297 in 3rd PA, 357 in 4th PA, and 475 in 5th PA. The number of upazilas passing the prerequisite indicators has steadily increased, which indicates improvement of upazila governance development;

**5.1.4.** A total of 3,378 projects have been implemented under infrastructure sub-projects. Among these, the largest number of projects are in the education sector with 1,543 sub-projects (45.68%). Besides, there are 614 sub-projects (18.18%) in health sector, 266 (7.89%) in public health, 197 (7.88%) in agriculture, 340 (10.06%) in engineering sector, 147 (4.35%) in energy sector, and 234 (6.93%) sub-projects being implemented in multi sector. Similarly, a total of 9,389 projects have been implemented in the capacity development sub-project sector, and total amount spent was Tk. 15,275,757. A total of 1,169,652 persons have been trained under all these trainings (45.86% being women);

**5.1.5.** A total of 9,365 persons including public representatives at upazila level, including government officials and field level project officers have been imparted basic training in 186 batches through NILG, BARD and RDA on Upazila Parishad planning and service delivery. Besides, a day-long annual progress review workshop was conducted with 1,040 officials and public representatives from 357 upazilas and 195 UDFs. In addition, 181 Upazila Chairmen/upazila Nirbahi Officers of 115 backward upazilas have been provided with day-long skill development training. This training was provided as support to capacity development activities of Upazila Parishad;

5.1.6. In the procurement plan of DPP, a total of 90 packages were planned for procurement including 45 packages under the goods sector, 6 packages under works and 39 packages in the service sector. Under goods category, a purchase plan of 429.49 lakhs was made for 4 packages under OTM method, 2 packages by DPM method and 39 packages by RFQ method. According to the information received so far, Tk. 481.82 lakh has been spent for the purchase of 21 packages in the goods category against the total estimated cost of Tk.511.79 lakh (93.91% of the estimated expenditure). In the work sector, taka 96,599.00 lakh has been allocated under 6 packages against which 66,324.90 lakh taka has been spent through sub-projects in 475 upazilas (68.66% of estimated expenditure of taka 96,599.00 lakh). The total expenditure under service category is Tk. 5342.43 lakh (which is 85.79% of the estimated expenditure of Tk. 6227.18 lakh). Out of the 11 packages under service sector, one package (SD-26) has been divided into 4 lots for actual procurement. No deviation of actual purchase from procurement plan as described in DPP has been observed in terms of following procedures as specified in PPA-2006 and PPR-2008;

5.1.7. In order to successfully implement the activities of this project, provision for a total of 17 officers/employees including Project Director, Deputy Project Director, have been kept in DPP with GOB funding. The project started on 1/12/2015 but after 2 years Mr. Md. Mohsin, Additional Secretary of the concerned Division, served in this position as full time PD for 3 years and 7 months from 01/01/2017 to 31/08/2020. Then Mr. Md. Kazi Ashraf Uddin, Additional Secretary, performed the duties of this project as regular PD for a total of 2 years from 31/08/2020 to 07/08/2022. Then, Dr. Malay Chowdhury, Additional Secretary, has been performing as Project Director as additional responsibility from 23/08/2022 till now. According to the project office in addition to this project, Dr., Malay Chowdhury is in charge of one more project. The Project Director has been changed three (3) times since the beginning of the project. In this regard, the “Formulation of Development Schemes in the Public Sector” issued by the Planning Division, Clause 16.7 of the Circular on “Processing, Approval and Revision Procedures” (Project Director cannot be changed before 3 years unless it is strictly necessary in public interest) has been violated;

5.1.8. The Circular issued by the Planning Division relating to “Preparation of Project Proposal, Processing, Approval and Revision of projects in the public sector”. As per 'Appendix-Da' and 'Appendix-Dha' of the circular on "Approval and Revision Procedure", for the purpose of smooth implementation, monitoring and supervision of the project, there is a need for provision to organize at least 1 steering committee meeting in every three months and 1 PIC meeting in every three months. Steering committee meetings and PIC meetings were not planned as per the Circular. However, DPP has the provision to hold 2 PSC meetings every year for this project. But, in fact, a total of 10 PSC meetings have been held in the last 8 years. It is evident that the provisions of the circular were not properly followed even during the preparation of 2nd revised DPP;

5.1.9. The Foreign Aided Projects Audit Directorate (FAPAD) annually audits government projects implemented with the collaboration of Development Partners and reports to the government. In respect of the current project, audit activities have been completed by FAPAD within the stipulated period at the end of each financial year from 2016 to 2022. Several audit objections have been raised in the audit reports. One audit was conducted for the financial year 2016-17 and 2017-18 where there are 8 audit objections amounting to Tk. 1,660.93 lakh. Similarly, there are 5 audit objections involving Tk. 7,447.72 lakh for the financial year 2018-

19; 5 audit objections amounting to Tk. 31,83.40 lakhs for the financial year 2020-21; 4 audit objections amounting to Tk..2,44.42 lakh for FY 2021-22. That is, a total of 22 audit objections have been raised during the last 5 years for a total amount of Tk.12,536.47 lakh. A review of the audit objections raised shows that type of irregularity includes: the provisions of DPP have been violated, failure to complete project works on time as per the contract, purchase of construction materials without ensuring quality as per BoQ, expenditure in excess of DPP estimates, carrying out procurement in violation of the provisions of PPA-2006 and PPR-2008, etc. It may be noted that the information regarding audit objections for the financial year 2019-20 has not yet been received from the project office.

A reply in the form of a broadsheet has been given to the FAPAD authorities in respect of each of the 22 audit objections. Out of the 22 audit objections, 18 audit objections have been resolved so far. Of the 4 outstanding audit objections, 2 objections are to be settled by revision of DPP, while the other 2 audit objections need to be disposed of expeditiously as per the opinion of the Audit Authority. The concerned Ministry and Development Partners need to take into account the objections before allocation and release of project funds;

5.1.10. Currently monthly meetings of Upazila Parishad, 17 Upazila Committee meetings are organized regularly. Resolutions of meetings are duly prepared and budgets are prepared and uploaded regularly on the upazila web portal, which is an indicator of the development of governance system of Upazila Parishad;

5.1.11. Upazila Parishads under the project have taken necessary measures for preparation, updating and display of upazila parishad citizen charter, preparation of five-year plan, ADP documents, annual statement of accounts, selection of focal points for information. All the mentioned information is regularly updated and uploaded on the web portal;

5.1.12. Sub-projects are being properly implemented and monitored. Efforts are ongoing for preparation of appropriate estimates, designs and contracts and processing of tenders through e-GP and OTM system and selection of contractor/firms. However, while analyzing the procurement packages, it has been found that rule no. 16 (5b) of PPR 2008 has been violated in case of several packages;

5.1.13. There is some weakness in area selection under some of the infrastructure sub-projects at the rural level. Around two-fifths (42.24%) of the respondents who participated in the survey said that solar street lights have been installed in residential areas inhabited mainly by upper and middle class people. On the other hand, only one-fourth of the respondents (28.57%) said that this facility is provided in areas inhabited by poor people;

5.1.14. Many of the elected representatives do not have sufficient experience in procurement plan and formulation of five-year plans. Besides, some upazila chairmen and other public representatives do not have enough idea about the working scope of the government offices located at the upazila level;

5.1.15. Interviews with contracting firms and analysis of market rates revealed that compared to the proposed schedule rate, the cost of construction materials has increased up to one and a half times. If the project authorities do not take a decision in this regard quickly, it will not be possible to complete the construction works on time;

5.1.16. According to the information received from upazila chairman and upazila level government officials, most of the upazila parishads have insufficient income so it is not

possible to develop infrastructure according to the needs of the local people. Infrastructure is developed according to the demand of the local people through utilizing the development allocation received from UGDP. However, the allocation for the sub-project is not always sufficient according to opinion of the concerned stakeholders and beneficiaries;

5.1.17. Concern has been expressed that e-documents and other computing related trainings organized for upazila level officials are not adequate in terms of number and type of the trainees. Office assistants cum computer operators mainly perform e-documents and other computing related tasks. But there is no provision of training for them from the project;

5.1.18. Shortage of manpower is a common complaint of upazila parishads and rightly so. Upazila Parishad has to rely on Upazila Engineer for any technical problem, who always remains busy with many other things. As a result, it is very difficult for him to complete the work related to the project;

5.1.19. The role of UDF is very important in project implementation. Incumbent UDF in each of the sample upazilas are serving at least 2 upazilas. As a result, one UDF cannot spend more than 2 to 3 working days per week in an upazila. It is quite challenging for a UDF to effectively serve in two upazilas;

5.1.20. The Project's cost estimates were prepared using latest Rate Schedule (LGED). But the price of construction materials is not stable. Currently, the prices of construction materials have increased significantly as compared to the last rate schedule. Fluctuations in commodity prices are delaying implementation of project work and disrupting progress;

5.1.21. In some cases, the equipment supplied under the project is not properly stored. For example:

- i. During physical inspection of an irrigation drain implemented in Mahadevpur Upazila of Naogaon district, where water is being supplied to agricultural land through irrigation drains. However, weed growth in irrigation drains is obstructing the flow of water. If irrigation drains are regularly cleaned and properly maintained, these drains can serve for a longer time;
- ii. In many cases, beds allocated for hospitals under the project are lying unused. In Madhukhali Upazila of Faridpur district, 1 bed for patients provided under project funding has been found lying unused and unclean. Similarly, another patient bed supplied under the project is piled with cartoons and medical equipment, which is not expected at all;
- iii. In addition, quality standards were not always maintained in the construction of buildings. As a result, the walls of some buildings already got cracks. For example, the new building of Nandigram Technical and Business Management College has been completed and the Upazila chairman inaugurated the building. But during the on-site inspection, it has been found that walls of the building has cracks in different parts, and the building is still unusable as the floor work is not completed.

## **Chapter Six**

### **Recommendations and Conclusion**

#### **6.1. Recommendations**

6.1.1. The project titled “Upazila Governance and Development Project (UGDP) (2<sup>nd</sup> Revised)” is being implemented at an estimated cost of Tk. 127116.00 lakh and the implementation period is from December 2015 to December 2024. Cumulative expenditure till April 2023 is Tk..84761.06 lakhs and financial progress is 66.68%. Project duration remaining is 1 year 8 months and remaining budget implementation is 33.32%. All out efforts should be made to complete the remaining works within the stipulated time period by adopting proper action plan and procurement plan;

6.1.2. In case of change of Project Director during implementation of future project, the Circular issued by the Planning Division should be followed properly. In order to complete the project work smoothly, it is desirable to appoint a full time Project Director at least for three years;

6.1.3. In the Log frame described in the DPP of this project, description of the project, Objectively Verifiable Indicators (OVI), means of verification, key assumptions and goals, objectives, outputs, inputs are clearly described but no year-wise time indicators are mentioned. That is, no quantitative indicator was given in OVI during the formulation of DPP. In future while preparing DPP, quantitative indicators should be clearly specified;

6.1.4. During preparation of DPP provisions should be kept for organizing Steering Committee and PIC meetings as per the Circular issued by the Planning Division for proper monitoring and oversight purposes;

6.1.5. Out of the 4 audit objections not yet settled, 2 objections should be settled by revising the DPP, and other 2 audit objections should be expeditiously disposed of as per the opinion of the audit authority. The concerned Ministry and the Development Partner shall take into account the said objections during fund allocation and fund release. Appropriate actions need to be taken to resolve audit objections as soon as possible;

6.1.6. Necessary training should be organized for elected representatives with respect to implementation of procurement activities as per PPA-2006 and PPR-2008 and formulation of Five-Year Plan, and to familiarize with the scope of work of local level offices;

6.1.7. During area selection under infrastructure sub-projects at the rural level, it is recommended to take necessary steps for giving due importance to areas inhabited by poor people;

6.1.8. Refresher training should be organized every year in respect of e-documents and other computing related training organized for upazila level officials. All these trainings need to include officers as well as office assistants cum computer operators;

6.1.9. Performance based allocation should be continued subject to availability of funds and the amount of grant should also be increased. This will help in the overall governance development of the Upazila Parishad;

6.1.10. Most of the elected public representatives, government officials working at the upazila and a large section of citizens have emphasized the role of UDFs in the smooth implementation of the project. The UDFs can be used as resource persons of Upazila Parishad in future if financial resources are available;

6.1.11. Shortage of technical manpower is a common complaint of upazila parishads and rightly so. For any technical problem the Upazila Parishad has to rely on the Upazila Engineer, who is often busy with many other tasks. Therefore, for proper implementation of Upazila Parishad activities, it is essential to have an assistant engineer for the Upazila Parishad, who can assist the Upazila Parishad regarding technical issues in project selection and monitoring;

6.1.12. The monitoring system of Upazila Governance and Development Project needs to be strengthened to track project progress properly. For this purpose, initiatives should be taken to form a strong monitoring team;

6.1.13. Currently, the price of construction materials has increased considerably. Due to increase in commodity prices, implementation of project works is delayed and progress is hampered. Therefore, the implementing authorities must take necessary measures to solve the problem of rising prices of construction materials;

6.1.14. It is imperative to take proper steps for preservation and optimum utilization of equipment supplied under the project, such as: oxygen cylinders, hospital beds, etc. Similarly, proper monitoring is necessary to ensure the quality of buildings/facilities constructed under infrastructure sub-projects.

## **6.2. Conclusion**

The nine-year UGDP project has already completed 7 years and 4 months. The project is quite relevant in the context of Bangladesh. Upazila Governance and Development Project is relatively new compared to other local government bodies in Bangladesh. However, the contribution of the project is quite significant in building institutional capacity, improving financial management capacity, and ensuring transparency and accountability. The contribution of the project is undeniable with regard to continuous efforts to increase the capacity of the Upazila parishads, rules and regulations prepared for implementation of infrastructure sub-projects, financial management practices, and bringing government officials and elected representatives closer.

There are some reasons for the success and positive results of Upazila Governance and Development Project. First, the obligation to follow rules and procedures, which are often neglected in this country. There has been tremendous improvement in upazila parishad's financial management, plan preparation, project implementation, documentation and monitoring system, because the implementation strategy of the project is appropriate. Since the bill is paid only after completion of work under this project, so no work can be left unfinished and there is no room for duplicity.





পান্না কমিউনিটি ডেভেলোপমেন্ট ফাউন্ডেশন