



Technical Assistance Report

Project Number: 39230
December 2005

Technical Assistance People's Republic of Bangladesh: Participation of the Urban Poor in Municipal Governance (Financed by the Poverty Reduction Cooperation Fund)

CURRENCY EQUIVALENTS

(as of 14 October 2005)

Currency Unit	–	taka (Tk)
Tk1.00	=	\$0.0152
\$1.00	=	Tk65.80

ABBREVIATIONS

ADB	–	Asian Development Bank
LGD	–	Local Government Division
LGED	–	Local Government Engineering Department
NGO	–	nongovernment organization
TA	–	technical assistance
TLCC	–	town level coordination committee
UGIIP	–	Urban Governance and Infrastructure Improvement (Sector) Project

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	Targeted intervention
Sectors	–	Multisector; water supply, sanitation, and waste management; education
Subsectors	–	Integrated, nonformal education
Themes	–	Governance, capacity development, gender and development
Subthemes	–	Civil society participation, organizational development, gender equity in empowerment and rights

NOTE

In this report, "\$" refers to US dollars.

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I. INTRODUCTION

1. Rapid urbanization in Bangladesh has placed great pressure on urban infrastructure services. The urban poor in particular have limited access to basic infrastructure such as housing, low-cost sanitation, clean drinking water, adequate sewerage systems, and solid waste management. Implementation of urban infrastructure under past and ongoing projects has indicated that good urban governance¹ and effective management are prerequisites for providing adequate access to urban infrastructure services. Decision-making power to improve municipal service should be based on participation processes through which the diverse interests of city residents may be accommodated and cooperative action can be taken.

2. Technical assistance for Participation of the Urban Poor in Municipal Governance (TA) will support the Urban Governance and Infrastructure Improvement (Sector) Project² (UGIIP), which is designed to rehabilitate and expand urban development and services in 22 municipalities and to strengthen urban governance by enhancing the participation and involvement of the urban poor in urban governance. The TA concept was endorsed for funding by the Poverty Reduction Cooperation Fund in March 2005, and the concept paper received ADB concept clearance on 21 March 2005. ADB staff undertook the Fact-Finding Mission in May 2005 to clarify the scope and purpose of TA. The TA Preparation Mission was fielded 25–29 September 2005³ and reached agreement with the Government on project components, implementation arrangements, and a timeframe for implementing the TA. The impact, outcomes, and outputs of TA are summarized in the design and monitoring framework (Appendix 1).⁴

II. ISSUES

3. Bangladesh has been experiencing rapid urbanization since the mid-1970s. Between 1975 and 2002, the percentage of the total population in Bangladesh living in urban areas rose from 10% to 24%. Despite the recent decline in overall population growth, rural-to-urban migration has sustained high urban population growth. The urban growth rate currently stands at 5–6% per annum,⁵ almost twice that of rural areas. If trends continue, more than half of the population of Bangladesh will be urban by the year 2030.⁶ Around 37% of the urban population lived below the poverty line in 2000. Even though the percentage of urban poor has decreased over the last decade, the same period has seen a 40% rise in the absolute number of urban poor.

4. Urban poverty is associated with poor-quality housing often located in overcrowded, unsanitary slum settlements without such environmental services as water supply, drain

¹ Good urban governance is defined as political, economic, and administrative authority in the management of a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations, and mediate their differences. Governance as a concept recognizes that power exists inside and outside the formal authority and institutions of government, and it emphasizes that decisions are made based on complex relationships between many actors with different priorities. From United Nations Human Settlements Program UN-HABITAT. 2002. *The Global Campaign on Urban Governance. Concept Paper*. Nairobi, Kenya: UN-HABITAT.

² ADB. 2002. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan to the People's Republic of Bangladesh for the Urban Governance and Infrastructure Improvement (Sector) Project*. Manila.

³ The mission held discussions with the Economic Relations Division; Ministry of Finance; Local Government Division (LGD); Local Government Engineering Department (LGED); Ministry of Local Government, Rural Development, and Cooperatives; municipal officials; organizations of the urban poor, nongovernment organizations; and various local communities from selected municipalities.

⁴ TA first appeared in *ADB Business Opportunities* (internet edition) on 26 May 2005.

⁵ Care, Bangladesh; Plan Bangladesh; UNICEF, and Water Aid, 2004. *Position Paper, The Bangladesh Urban Round Table*. Dhaka, Secretariat of Bangladesh Urban Round Table.

⁶ Ibid.

clearance, or solid waste management. Poor health is common due to the spread of infectious diseases. Slum dwellers are constantly under the threat of exposure to environmental hazards such as mosquito-infested drains, fires, and floods. Despite inadequate urban facilities and poor living conditions in slum areas, poor people continue to move from rural to urban areas in the hope of better economic opportunities.

5. While the implementation of urban physical works under past and ongoing projects has been satisfactory, progress in institutional reforms, an integral part of all urban projects, has been much slower than originally anticipated. In fact, the slow progress made on urban institutional reforms is a reflection of poor urban governance and the lack of accountability on the part of participating municipalities in urban management. Past experience shows that physical infrastructure improvements cannot be sustained unless persistent governance problems are addressed.

6. The major focus of the UGIIP is to implement an Urban Governance Improvement Action Program in selected municipalities. Overall, the UGIIP comprises five subprograms: three for enhancing the awareness and participation of local stakeholders in urban planning and management (citizen awareness and participation, women's participation, and the integration of the urban poor), and two for improving accountability and transparency. Under these subprograms, municipalities will form town-level coordination committees (TLCCs) and ward committees, implement poverty-reduction action programs, operate micro-credit programs for poor women, and increase tax collection.

7. During the TA Fact-Finding Mission and the TA Preparation Mission, ongoing activities of the UGIIP were reviewed and it was noted that

- (i) Representation of the poor in TLCCs and ward committees does not necessarily enable the poor to participate actively in decision-making processes in the committees.
- (ii) Under the UGIIP, municipalities are supposed to develop municipal development plans and urban master plans, which will require significant skills on the part of TLCC members and municipal officials in participatory and pro-poor planning.
- (iii) The poverty reduction action plans and slum-upgrading programs of the UGIIP will only include 21,000 households from 22 municipalities. Field observations suggest that the number of poor households is much higher.⁷

Therefore the UGIIP offers little scope to ensure wider participation in providing input to the preparation of municipal development and urban master plans, or in mobilizing municipal services.

8. Improvements in urban services for the poor will require joint planning, implementation, monitoring, and maintenance of urban services among the various urban groups including the urban poor, municipal officials, and elected representatives of the municipality. Given limited participation, especially among the urban poor, in urban governance, more efforts will be required to empower the poor to participate effectively in decision-making processes and to increase the capacity of municipal governance to implement pro-poor participatory planning and management approaches to urban service delivery.

⁷ This was confirmed during the Fact-Finding Mission, which indicated that Tongi and Naranyangang alone have approximately 20,000 poor households.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

9. The impact of the TA will be the enhanced capacities of the urban poor in selected municipalities to access high-quality urban services. The outcomes of the TA will be (i) the establishment of an institutional mechanism increasing access for the poor to decision-making processes in municipalities and (ii) participatory pro-poor planning and monitoring systems being developed and adopted in selected municipalities.

B. Methodology and Key Activities

10. Based on the activities being implemented under the UGIIP, the TA will have four outputs or components. The components address major constraints to improving municipal services for the poor and comprise (i) social mobilization and capacity development of urban poor; (ii) capacity development in participatory and pro-poor planning for TLCCs and ward committee members and municipal officials; (iii) establishment of municipal forums of urban poor, municipal officials, and elected representatives; and (iv) a workshop, a study tour, and studies. TA will be implemented in 15 secondary towns under the UGIIP.

11. **Component 1: Mobilization and Capacity Development of the Urban Poor.** The TA will mobilize urban poor outside the selected slum areas under the UGIIP but within 15 of the 22 municipalities in which the UGIIP is implemented. Urban poor from slum settlements outside the UGIIP (at least 30% of them women) will participate in training. The purpose of the training is to provide slum dwellers with specific skills, knowledge, and information to articulate their needs in TLCCs, ward committees, and municipal forums, and to participate actively in urban planning. The training includes (i) the roles and functions of municipalities; (ii) citizens' responsibilities; (iii) the municipality budget and its allocation; (iv) information on government development programs and nongovernment organization (NGO) programs; (v) resource mobilization; (vi) pro-poor participatory planning and budgeting; (vii) participatory monitoring and evaluation; and (viii) maintenance of municipal services.

12. **Component 2: Participatory Pro-Poor Planning and Management.** The TA will develop a comprehensive training and capacity-development program for members of TLCCs and ward committees, members of town planning units, and elected representatives of municipalities, including ward commissioners and municipal officials (at least 30% of whom shall be women) to conduct participatory pro-poor planning, budgeting, and monitoring of municipal services. The capacity development will include (i) a review of rules and procedures for participatory planning and (ii) the adoption of new techniques for pro-poor planning and a targeting mechanism for better municipal services for the poor. Pilot testing of citizens' report-cards⁸ will be tested in five municipalities. The purpose of the training is to provide participants with specific knowledge and information to function as members of the various bodies. Training will include (i) the roles and responsibilities of respective stakeholders and TLCC members in improving municipal governance and (ii) grassroots participatory planning and monitoring of municipal services. Female ward commissioners in the selected municipalities who are members of TLCCs and ward committees will be selected as champions to ensure the political aspects of ownership and capacity development. TA will work closely with the mass communication cells established under the UGIIP and develop a program of dissemination for participatory pro-poor planning and monitoring.

13. **Component 3: Organization of Municipality Level Forums.** Municipality forums will provide authority for the urban poor to participate effectively in planning and monitoring urban infrastructure services. The forums will increase the knowledge and responsibility of the urban

⁸ Citizens' report cards indicate the access to, cost, and quality of services available to the citizens.

poor in regard to service delivery. The forums will bring together elected officials, line officers of the municipal government, and representatives of the urban poor to discuss local needs and possible ways to mobilize government resources to meet those needs. The access enjoyed by the urban poor to information about municipalities' existing and planned service delivery schemes will increase the accountability of ward commissioners and municipality officials. The forums will facilitate community participation in specific project operations and maintenance activities. To facilitate the sustainability of the municipal forums, a network will be established to link municipal forums one to another.

14. **Component 4. Studies, Workshop, and Study Tour.** Case studies, including a synthesis report, will be prepared identifying best practices for participatory pro-poor planning and monitoring in urban infrastructure service delivery. The synthesis report will identify, among other things, a framework for the participation of urban poor in municipal governance and an action plan for institutionalizing the framework in municipalities. A national workshop will be conducted to disseminate TA activities and findings, identify issues related to participatory pro-poor planning, and discuss policy recommendations for pro-poor municipal governance. A study tour for selected representatives of the municipality forums will be conducted to another country in South or Southeast Asia to share good practices regarding the participation of the urban poor in urban governance. The study tour will broaden the participants' vision, enhance their understanding, and enable them to be more innovative regarding their policies and programs in their home country. The selection of the study tour destination, as well as criteria for selecting participants, shall be approved by the Local Government Engineering Department (LGED) and ADB before the program is finalized.

C. Cost and Financing

15. The total cost of TA is estimated at \$600,000 equivalent. ADB will fund \$480,000. The TA will be financed on a grant basis from the Poverty Reduction Cooperation Fund and administered by ADB. The fund will be used for financing an international consultant and NGO contracts to include preparing training materials, delivering training, and implementing field activities. The Government of Bangladesh will provide \$120,000 equivalent primarily through in-kind contributions to cover accommodation for the international consultant, venues for meetings and workshops, transport, counterpart staff support, and monitoring of TA activities. The detailed cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

16. The Executing Agency for TA will be LGED under the Local Government Division (LGD) of the Ministry of Local Government, Rural Development, and Cooperatives. A TA steering committee will be established in LGD and chaired by the joint secretary (development) of LGD. The members of the committee will be representatives from LGD; LGED; Planning Commission and Implementation Monitoring and Evaluation Division under the Ministry of Planning; Economic Relations Division; Finance Division of Ministry of Finance; National Institute for Local Government; Department of Public Health Engineering; Ministry of Women's and Children's Affairs; and representatives of municipalities.

17. The TA design is based on an innovate approach and the TA will focus directly on local urban communities, which makes it more suitable to engage a NGO (lead NGO) to implement the TA activities. This lead NGO shall be selected in accordance with *Guidelines on the Use of Consultants by Asian Development Bank and Its Borrowers* and in line with quality-based selection procedures, rather than with the quality- and cost-based selection method. This is because the exact tasks of the lead NGO will be based on the specific needs of urban poor, making it impossible for the lead NGO to provide detailed terms of reference and submit the detailed financial proposals that are required by the latter method. The lead NGO will select and

engage locally based NGOs to implement TA activities in the 15 municipalities.⁹ All locally based NGOs shall be selected and engaged in accordance with procedures acceptable to ADB.

18. The TA will be implemented over 18 months. It is expected to start in January 2006 and be completed in June 2007. The TA will require 21.5 person-months of consulting services, including 18 person-months from the lead NGO and 3.5 person-months from one international consultant. The TA will require approximately 70 person-months from locally based NGOs. The international consultant will be recruited as individual consultant in accordance with *Guidelines on the Use of Consultants by Asian Development Bank and Its Borrowers*. The lead NGO will be responsible for overall coordination and implementation of TA and will be accountable to ADB as well as to LGED for the implementation of all TA activities.¹⁰ The international consultant will be responsible for preparing, among other things, (i) case studies, (ii) papers for the national workshop, (iii) recommendations for formulating strategies for effective mechanisms for delivery of municipal services and pro-poor urban governance, and (iv) the final report. Draft outline of terms of reference for the lead NGO and the international consultant can be found in Appendix 3. The terms will be fine-tuned during the inception mission.

19. The lead NGO will submit an inception report by the end of month 1 outlining a clear work program and schedule of deliverables for TA. The lead NGO will submit a midterm report by the end of month 8, a draft final report by the beginning of month 15, and a final report by month 17. Additionally, the NGO will submit quarterly progress reports. The international consultant will prepare a draft report detailing the results of TA including (i) recommendations emerging from the national workshop on participatory pro-poor planning and management by month 12, (ii) case studies including a synthesis report by month 16, and (iii) a final report by month 17. All major reports shall be produced and disseminated in both Bengali and English.

20. A letter of agreement will be signed with the lead NGO in accordance with ADB's guidelines. Funds will be disbursed directly to the lead NGO in quarterly installments on the basis of the estimated expenditures under the TA for each ensuing 4-month period and subject to satisfactory liquidation of expenditures financed and previously disbursed funds. The lead NGO will submit to ADB an audited statement of accounts on an annual basis in respect of the ADB funds expended. Any unutilized advances will be refunded to ADB in the currency in which it was disbursed.

IV. THE PRESIDENT'S DECISION

21. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$480,000 to the Government of Bangladesh to be financed on a grant basis by the Poverty Reduction Cooperation Fund, for Participation of the Urban Poor in Municipal Governance.

⁹ Criteria for selecting locally based NGOs require them to have (i) at least 5 years of operation; (ii) a management or advisory board; (iii) a proper accounting and financial system that is audited by a registered accountant and reflects a good financial track record; (iv) experience and knowledge of pro-poor municipal governance and pro-poor service delivery; (v) demonstrated capacity in managing complex, field-based operational activities; and (vi) at least 5 years of working experiences within the required field.

¹⁰ Annually and quarterly, detailed work and financial plans will be submitted to ADB as well as to LGED for approval. In municipalities, the lead NGO as well as the locally based NGOs will be accountable to the project implementation units established under UGIP.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact</p> <p>The poor in selected municipalities will have improved access to quality urban services.</p>	<p>Improved indicators for urban slum dwellers' access to urban services.</p>	<p>Annual socio-economic surveys</p>	<p>Assumption</p> <ul style="list-style-type: none"> Central and municipal governments remain fully committed to poverty reduction and roll out in all municipalities participatory pro-poor planning for delivering urban infrastructure services.
<p>Outcome</p> <p>Institutional mechanisms for increasing the access of the poor to decision-making processes in municipalities are established.</p> <p>Participatory pro-poor planning and monitoring systems are developed and adopted in selected municipalities.</p>	<p>15 municipal forums conduct meetings quarterly and prepare minutes.</p> <p>Participatory pro-poor planning and monitoring approaches are applied in developing municipal development and urban master plans.</p>	<p>Monitoring reports of the project TA Review Mission Minutes from meetings in municipal forums</p> <p>Monitoring reports of the project TA review mission Municipal development and urban master plans</p>	<p>Assumptions</p> <ul style="list-style-type: none"> UGIIP supports and strengthens good urban governance. Continued municipal commitment to a participatory pro-poor resource allocation process.
<p>Outputs</p> <p>1. Urban poor capacity built for participation in decision-making processes related to urban infrastructure services delivery.</p> <p>2. Capacity of TLCC and ward committee members, elected representatives, municipal officials built to undertake participatory pro-poor planning and monitoring of municipal services.</p>	<p>At least 300 slum dwellers in 15 municipalities have received training as defined in para. 11.</p> <p>TLCC and ward committee members and officials, etc., in 15 municipalities have received training as defined in para. 12</p> <p>Citizens' report cards applied in five municipalities.</p>	<p>Training reports and evaluations Monitoring reports Baseline survey</p> <p>Training reports and evaluations Monitoring reports of the project TA Review Mission</p>	<p>Assumption</p> <ul style="list-style-type: none"> Municipality commitment to adopt participatory pro-poor planning and monitoring continues. <p>Risk</p> <ul style="list-style-type: none"> Municipal officials do not accept implementation of participatory pro-poor planning approaches in allocation of urban service delivery (see activity 2.7 for mitigation).

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>3. Municipal Forums are established and functioning in selected municipalities.</p> <p>4. Study tour, workshops, and studies are undertaken and disseminated.</p>	<p>A framework for participatory pro-poor planning and monitoring is adopted by 15 municipalities.</p> <p>Municipal forums in 15 municipalities are active by the end of the TA.</p> <p>15 municipalities implement an action plan for institutionalizing a framework for the participation of urban poor in municipal governance.</p> <p>A medium-term sustainability plan for TA activities and outcomes has been adopted by at least 10 municipalities at the end of TA.</p>	<p>Minutes from municipal forum meetings TA Review Mission</p> <p>Reports on study tour, best practices case studies, and the national workshop</p>	
<p>Activities with Milestones</p> <p>1.1. Social mobilization of the urban poor in selected slum areas in selected municipalities (month 1).</p> <p>1.2. Prepare and conduct training for slum dwellers (months 2–6).</p> <p>1.3. Prepare needs assessments and action plans for selected slum settlements (month 6).</p> <p>1.4. Identify the need for microfinance in selected slum settlements outside UGIIP areas and facilitate slum dwellers' access to microfinance (month 6).</p> <p>2.1. Conduct social mobilization and awareness-raising activities in the ward committees and TLCCs for pro-poor participatory planning and monitoring of urban services (month 1).</p> <p>2.2. Review rules and procedures for participatory pro-poor planning (month 1).</p> <p>2.3. Assess the involvement of poor groups in pro-poor participatory planning and monitoring under UGIIP (month 1).</p> <p>2.4. Design and apply citizens' cards in five municipalities (month 6).</p>			<p>Inputs</p> <ul style="list-style-type: none"> • ADB TA Grant of \$480, 000 • Government of Bangladesh counterpart support of \$120,000 • 18 person-months from lead NGO • 3.5 person-months from international consultant • Workshops, study tour, and training programs

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>2.5. Conduct training needs assessment of ward committees and TLCC members, municipal officials and elected representatives (ward commissioners) (month 2).</p> <p>2.6. Prepare and conduct training for members of municipal offices, TLCCs, and ward committees (females in particular) to conduct participatory pro-poor planning, budgeting, and monitoring of municipal services (months 3–6).</p> <p>2.7. Support the development and approval of pro-poor participatory planning and monitoring systems with consensus-building mechanisms (month 12).</p> <p>2.8. Develop a framework for the dissemination of pro-poor planning and monitoring through mass communication cells (month 9).</p> <p>3.1. Establish municipal forums in selected municipalities (month 4).</p> <p>3.2. Facilitate interaction between urban poor and ward commissioners (months 4–6).</p> <p>3.3. Facilitate meetings for municipal forums (month 5).</p> <p>4.1. Prepare case studies for best practices on pro-poor participatory planning and monitoring of municipal social services (month 14).</p> <p>4.2. Prepare a synthesis report based on the case studies, including an action plan for municipalities institutionalizing the involvement of urban poor in municipal governance (month 16).</p> <p>4.3. Prepare a medium-term strategy sustainability plan for TA activities and Outcomes (month 14).</p> <p>4.4. Organize and conduct study tours to another South Asian or Southeast Asian country (month 10).</p> <p>4.5. Organize and conduct a national workshop (month 12).</p> <p>4.6. Final report (month 17).</p>			

ADB = Asian Development Bank, NGO = nongovernment organization, TA = technical assistance, TLCC = town level coordination committee, UGIIP = Urban Governance and Infrastructure Improvement (Sector) Project.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
A. Poverty Reduction Cooperation Fund Financing^a	
1. Consultants	
a. Remuneration and Per Diem for International Consultant	45
b. International and Local Travel for International Consultant	7
2. Domestic NGOs' Contract ^b (baseline survey; ward committee formation; social mobilization and capacity building activities; monitoring; project administration; preparation of progress reports and inception, midterm, and final reports; travel; etc.)	317
3. National Workshop and Workshop Report	5
4. Regional Study Tour	40
5. Final Reports (printing, editing) and Communications	6
6. Contingencies	60
Subtotal (A)	480
B. Government Financing	
1. Office Accommodation for International Consultant	25
2. Venues for Meetings, Workshops, etc.	40
3. Counterpart Staff Support	30
4. Monitoring	25
Subtotal (B)	120
Total	600

NGO = nongovernment organization.

^a Financed on a grant basis by the Poverty Reduction Cooperation Fund and administered by the Asian Development Bank.

^b Contracts include the following: (i) implementation of field activities; (ii) training materials development and printing; (iii) training of stakeholders; (iv) social mobilization activities of the municipal forums; (v) facilitation of municipal project steering committee; (vi) field data collection for case studies and final report; (vii) monitoring of field activities; (viii) preparation of quarterly progress reports, inception report, midterm report, and final report; and (ix) coordination with the Local Government Engineering Department, NGOs implementing activities under the Urban Governance and Infrastructure Improvement (Sector) Project, and project implementation units.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTING SERVICES AND NONGOVERNMENT ORGANIZATIONS

A. Nongovernment Organizations

1. One national nongovernment organization (NGO) will be responsible for overall implementation of technical assistance (TA) in 15 municipalities included in the ongoing sector project Urban Governance and Infrastructure Improvement (Sector) Project (UGIIP). The NGO will subcontract local NGOs to implement the project in municipalities.

1. NGO

2. One national NGO (lead NGO) will be recruited for 18 person-months. The NGO should have substantial work experience in urban governance and poverty. The responsibilities of the national NGO will be as follows:

- (i) Assume overall responsibility to implement and monitor TA activities in 15 municipalities included in UGIIP.
- (ii) Develop a participatory monitoring system for monitoring TA progress.
- (iii) Mobilize and organize urban poor communities in the municipal areas to be included in TA.
- (iv) Assess the involvement of poor groups in pro-poor participatory planning and monitoring under UGIIP.
- (v) Identify the need for microfinance in selected slum settlements outside the UGIIP project areas, and facilitate slum dwellers' access to microfinance.
- (vi) Review rules and procedures for participatory planning in municipalities.
- (vii) Design and implement citizens' report cards in five municipalities.
- (viii) Develop training modules and conduct training for representatives of the urban poor mobilized under TA and representatives of poor in ward committees and town level coordination committees (TLCCs) covering (i) the roles and functions of municipalities; (ii) citizens' responsibilities; (iii) the municipality budget and its allocation; (iv) information on government development programs, NGO programs, etc.; (v) resource mobilization; (vi) pro-poor participatory planning and budgeting; (vii) participatory monitoring and evaluation; (viii) the maintenance of municipal services; and (ix) needs assessment and action plans for slum settlements.
- (ix) Mobilize ward commissioners and facilitate their interaction with the urban poor.
- (x) Develop training modules and conduct training of TLCC members, municipal officials and elected representatives (ward commissioners) on pro-poor participatory planning, budgeting, and monitoring.
- (xi) Facilitate the preparation of participatory pro-poor planning and monitoring systems in selected municipalities based on consensus-building mechanisms.
- (xii) Organize municipal forums of the urban poor.
- (xiii) Prepare a framework for disseminating information on participatory pro-poor planning and monitoring through the mass communication cells established under the UGIIP.
- (xiv) Prepare a proposal for a study tour including a rationale for the selection of the destination, selection criteria for participants, and a detailed study tour program.
- (xv) Organize and conduct a study tour to another South or Southeast Asian country.
- (xvi) Prepare and test a medium-term sustainability plan for TA activities and outcomes.

- (xvii) Maintain contact with the Executing Agency, the Local Government Engineering Department, on a regular basis.
- (xviii) Maintain contact with the project implementation units under the UGIIP in municipalities.
- (ix) Help the international consultant collect data from the field for preparing case studies and the final report.

B. Urban Governance Specialist (international, 3.5 person-months)

3. One international consultant will be recruited on an individual basis for 3.5 person-months. The consultant should have substantial work experience in South Asia on urban governance and poverty. The responsibilities of the international consultant will be as follows:

- (i) Review and assess the project activities.
- (ii) Collect data for case studies.
- (iii) Prepare an analytical synthesis of case studies, including modalities for participatory pro-poor planning, budgeting, and monitoring of municipal services.
- (iv) Based on the field work, prepare background papers for the national workshop.
- (v) Develop an action plan for institutionalizing participatory pro-poor planning.
- (vi) Based on the workshop recommendations, prepare final report.