



Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives

Local Government Division

Operation Manual

Strengthening
Women's Ability
for Productive New
Opportunities
SWAPNO





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Strengthening Women's Ability for Productive New Opportunities (SWAPNO)



Written by:
Kajal Chatterjee
Md Belayet Hossain

Edited by:
Göran Jonsson
Majeda Haq

Operational Manual

Strengthening Women's Ability for Productive New Opportunities (SWAPNO)

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Preface



Abdul Malek
Secretary
Local Government Division
Ministry of LGRD&C

Strengthening Women's Ability for Productive New Opportunities (SWAPNO) is a leading social security project of the Local Government Division in partnership with UNDP taken on under the auspices of National Social Security Strategy (NSSS) of the Government of Bangladesh. The modality of the project is cash-for-work and building human capital of extreme poor rural women representing vulnerable households, to be engaged in public works essential for local communities. A state-of-the-art graduation strategy aims at beneficiaries' sustainable exit from extreme poverty, with a focus on future employability- vocational skills, market, access to services, social and financial inclusion.

SWAPNO is a test bed for innovation to develop a sustainable model of poverty eradication and social transfer of the rural extreme poor and vulnerable women for National Social Security Strategy (NSSS) of the Government of Bangladesh to address poverty, vulnerability, exclusion, gender discrimination and marginalization. SWAPNO is designed as an advanced approach of poverty eradication with tried and tasted methods, national and international best practices coupled with successful experiences of an earlier Local Government Division project named Rural Employment Opportunities for public Assets (REOPA) implemented from 2007 to 2011 with support of UNDP and European Union. Local Government Division is proud to be the implementing agency with both REOPA and SWAPNO.

The project has developed this Operation Manual as a project implementation guide and ready reference, which outlines roles and responsibilities of all stakeholders, beneficiary and scheme selection procedures, funding mechanisms, reporting channels, M&E and MIS system and so forth. The Operation Manual is a live document and procedures identified for implementation in this manual are subject to amendment based on feedback received during project implementation

Abdul Malek

Acronyms

AWP	Annual Work Plan
BBS	Bangladesh Bureau of Statistics
CRA	Community Risk Assessment
DC	Deputy Commissioner
DDCC	District Development Coordination Committee
DDLG	Deputy Director Local Government
DM	District Manager
FAPAD	Foreign Aided Projects Audit Directorate
LGD	Local Government Division
M&E	Monitoring & Evaluation
MIS	Management Information System
MLGRD&C	Ministry of Local Government, Rural Development and Cooperatives
NGO	Non-Government Organization
NILG	National Institute of Local Government
NPD	National Project Director
PNGO	Partner Non-Government Organization
PMC	Project Management Committee
REOPA	Rural Employment Opportunities for Public Assets
RRAP	Risk Reduction Action Plan
SWAPNO	Strengthening Women's Ability for Productive New Opportunities
RMP	Rural Maintenance Program
SC	Standing Committee
SIC	Scheme Implementation Committee
PM	Project Manager
UDCC	Upazila Development Coordination Committee
UNDP	United Nations Development Programme
UNO	Upazila Nirbahi Officer
UP	Union Parishad
WCG	Women Crew Group

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Introduction

The Strengthening Women's Ability for Productive New Opportunities (SWAPNO) draws on the lessons learned from the Rural Employment Opportunities for Public Assets (REOPA) Project which was implemented from 2007-2011 and Rural Maintenance Program (RMP), which was operational from 1983 to 2006 as a major Government led poverty alleviation programme in 400 Unions of the country.

SWAPNO is being implemented by the Local Government Division of the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C) initially for two years in two districts and from the third year to 20 new districts of Bangladesh. The Project is jointly financed by the Government of Bangladesh (GOB) and the United Nations Development Programme (UNDP) and SDG-F for initial two years. From the third year, other donors are expected to join.

This Operational Manual outlines the administrative, accounting, reporting and financial management details of the Project's different components. It will be used by the Implementing Agency and other stakeholders such as the Local Government Institutions and selected Non-Government Organisations engaged in implementing the different components of the Project.

The manual provides the operational mechanisms and specific modalities for effective and efficient project implementation. The objective of the manual is to ensure that there is a clear, transparent and accountable chain of control as well as defined supervision and monitoring and evaluation principles integrated into the operational system to enhance the learning and dissemination of good practices among stakeholders concerned.

This manual may be revised due to changing circumstances as and when required. Any revision of the manual will require joint endorsement by the Executive Authority and UNDP, and will be published in the form of an addition to the manual.

1. PROJECT SUMMARY

1.1 Overall objectives of the project

The overall objective of the project, Strengthening Women's Ability for Productive New Opportunities (SWAPNO) is "Economic growth is achieved in a more inclusive manner, with economic opportunities reaching rural poor women, and vulnerable groups are protected against shocks".

1.2 Other Objectives of the project

- To creating productive employment, enhancing employability and skills;
- To creating a pathway for graduation from extreme poverty for destitute & vulnerable women in the coastal belt and food insecure areas and other poverty pockets of Bangladesh;
- To formulate SWAPNO as a sustainable project and will contribute to poverty alleviation in rural areas and mainstreaming women into development programmes;
- To contribute in the Government of Bangladesh's 7th Five Year Plan, and National Social Security Strategy.

1.3 Project components

The project has three components:

- a. Public Works/Employment Component: Public works employment for poor and vulnerable women including training for future employability
- b. Basic Service Delivery through Block Grants: Improvement of a particular service delivery mechanism at the UP level
- c. Block Grants for Reducing Climate Change Vulnerabilities: This component will enable selected UPs to build/repair/maintain public assets by employing casual labours to reduce climate change related vulnerabilities.

1.4 Period of execution

The period of execution will begin in April 2015 and end in December 2019.

1.5 Implementation

The Executing Authority for SWAPNO is Ministry of Local Government, Rural Development & Co-operatives (MLGRD&C). The Local Government Division (LGD) of MLGRD&C will be the Implementing Agency, under supervision of the Ministry and with assistance from UNDP, ILO and SDG-F.

1.6 Project stakeholders

The project's stakeholders are:

- a. Government of Bangladesh (GoB):
 - i. Local Government Division (LGD)
 - ii. National Institute of Local Government (NILG)
 - iii. Deputy Commissioner (DC)
 - iv. Union Parishad (UP)
 - v. Key line Ministries
- b. UNDP Bangladesh
- c. ILO Bangladesh
- d. SDG-F
- e. Women Beneficiary Groups
- f. District Development Com
- g. Upazila SWAPNO cell
- h. UP Standing Committee on "Family Dispute Resolution, Women and Children Welfare"
- i. Scheme Implementation Committee (SIC)
- j. Partner NGOs (PNGOs)
- k. Service Delivery Departments at Upazila and UP levels
- l. Banks at UP level

2. ROLES AND RESPONSIBILITIES OF SWAPNO STAKEHOLDERS AND COMMITTEES

2.1 Local Government Division (LGD)

The Executing Authority will appoint a National Project Director (NPD) who will be the operational head of the SWAPNO. The NPD will be full time from the third year of the project. Apart from the NPD, LGD will deploy a full time Deputy Project Director, Four Regional Directors (from the third year of implementation) to ensure smooth implementation of the project. The NPD will function within the framework of AWP, and represents SWAPNO at the Project Steering Committee (PSC) as Member Secretary.

Roles and Responsibilities of the National Project Director (NPD)

- a. Ensuring that SWAPNO activities are well co-ordinated between Project Team, LGD, UNDP and participating Local Government Institutions and also other projects aiming at the same goals,
- b. Approving the work plans and budgets to be submitted to the PMC and subsequently to both MLGRD&C and UNDP for approval,
- c. Open and maintain Project Bank Accounts at National and District levels ed in the DPP and Pro Doc.
- e. Executing the activities as approved by MLGRD&C and UNDP in accordance with the UNDP NEX implementation modality,
- f. Ensuring standardised six-monthly progress reports to monitor all technical, financial and administrative aspects on the utilization and impact of all resources made available to the project,
- g. Ensuring dissemination of SWAPNO activities and lessons learnt,
- h. Executing payments from the project account and requesting fund release (25% of the yearly budget) from the GOB and requests the Project Manager to do so from UNDP (75%),
- i. Preparing and attaching to the final AWP a proposed blueprint for phasing out project activities and preparation for a post-project situation, including ensuring that necessary pre-conditions are met concerning post-projectownership, operation, maintenance and sustainability,
- j. Approving all deliveries of the project
- k. Audit.

2.2 UNDP Technical Assistance

UNDP will provide Technical Assistance to the project in the following areas

- a. To ensure efficient implementation of the programme components as agreed in project document to attain stipulated results;
- b. To promote and embed, within national frameworks, best policy and practice on social safety net development;
- c. Capacity development across all levels with a special focus on participating UPs and Upazilas;
- d. Undertake key aspects of project monitoring and quality assurance services; and
- e. Support to human resource management, procurement and fi fiduciary services, to ensure high levels of accountability in line with international standards.

The team will be headed by a National Project Manager, who will be the counterpart of the NPD. The team will comprise senior and mid-level national/international professionals.

Roles and Responsibilities of the Project Manager

- a. Support the National Project Director in smooth operation of the project;
- b. Jointly with NPD operates the SWAPNO Project Bank Account
- c. Facilitate the day-to-day functioning of the project/team in liaison with the National Project Director; manage the human and fi nancial resources, for achieving results in line with the outputs and activities outlined in the project document;

- d. Ensure that the Technical Assistance Specialist Team is effectively deployed to provide required capacity development services to LGD and the SWAPNO Project Implementation Team; coordinate the distribution of responsibilities amongst team members;
- e. Ensure full compliance with UNDP NEX guidelines; establish guidelines and procedures for finance, human resources management, procurement and logistical services;
- f. Manage the human and financial resources of the project and coordinate the work of all project and policy advisory services;
- g. Facilitate anchoring coordination within the Government; liaise with project partners and stakeholders;
- h. Assist opening and maintaining of the Project Bank Accounts at National and District levels;
- i. Provide technical expertise related to social safety nets with graduation strategies, as well as the project's interface with disaster risk reduction and climate change adaptation;
- j. Guide and advise project activities so that outputs on employment and poverty reduction are aligned with UNDP positions and practice area development and with UNDAF Pillar Two on Pro-Poor Growth with Equity;
- k. Lead the preparation and implementation of the annual results based work plans and result frameworks;
- l. Be responsible for the preparation of quarterly and annual progress reports of the project;
- m. Be responsible for establishing effective M&E and MIS systems to assess achievement of related objectives and identify problems affecting project performance;
- n. Guide the capacity strengthening activities of the project based on identified capacity development needs of LGD, participating Local Government Institutions and NGOs;
- o. Network with other organizations to identify best practices and enable adaptation and use by SWAPNO;
- p. Facilitate budgeting and financial management; monitor status of obligations; regularly review financial reports and records;
- q. Manage procurement and staff recruitment processes; oversee management of project assets, facilities and logistical services;
- r. Develop the Internal Control Framework of the project and be responsible for its implementation;
- s. Ensure an enabling working environment for all staff so that no workplace harassment, sexual harassment or abuse of authority takes place;
- t. Lead the process of knowledge capture of national, regional and global know-how in relevant subject matter areas and the production of knowledge products;
- u. Ensure visibility of the project and its UNDP support;
- v. Facilitate cooperation required with other Ministries and Government Departments to develop a feedback loop of project experience into the parallel Social Protection Policy Support Programme and actively engage in feeding information to UNDP and Government on project lessons with implications for social protection policy.

Management Arrangements

The Technical Assistance Team will be recruited, managed, and supervised by the UNDP. The Project Manager will operate under the authority of the Country Director of UNDP and also the National Project Director of SWAPNO under Terms of Reference agreed between GoB and UNDP.

Technical Support to SWAPNO partners and stakeholders

Capacity Strengthening of LGD and LGIs

Based on the identified needs for LGD and participating LGIs, the Technical Assistance Team will design and implement relevant capacity strengthening activities. Towards this end, the project will collect relevant existing materials, including those used by REOPA, existing social safety net projects/programmes, other UNDP funded projects and materials used by NILG.

Capacity Strengthening of NGOs

The Technical Assistance Team will assist the Partner NGOs (PNGOs) in establishing and delivering relevant training programmes for the ultimate beneficiaries. The team will design and impart training for the Partner NGOs.

Support to SWAPNO general activities

During project inception, the Technical Assistance Team will

- a. Review all relevant documents of REOPA and other safety net projects and training material used by REOPA, and other programmes with a training component targeting the same type of beneficiaries,
- b. Support the NPD to set up the project office at the Department of Public Health Engineering (DPHE) premises
- c. Prepare the Annual Work Plan (AWP)
- d. Set up the internal monitoring systems, M&E and MIS systems and facilitate baseline survey,
- e. Assist in the drafting of an Operational Manual describing project activities and modus operandi,
- f. Contract SWAPNO Partner NGOs according to UNDP Rules and Procedures.

During implementation the Technical Assistance Team will

- a. Assist in monitoring how adequately SWAPNO addresses crosscutting issues (e.g. gender equality, environment),
- b. Assist monitoring the extent to which the assumptions of SWAPNO are realized,
- c. Explore and customize innovative interventions relevant to the effectiveness of SWAPNO,
- d. Ensure coordination with other organisations working in the same field,
- e. Report to the GoB(need based) and UNDP on half yearly (periodic progress) and annual (substantive) basis,

Detail roles and responsibilities of the technical team is annexed underneath

2.3 Roles and Responsibilities of Deputy Commissioner (DC)

- a. Provide overall coordination and supervisory support within his/her jurisdiction for successful implementation of the project components,
- b. Provide necessary support to ensure the smooth implementation of different activities at the Upazila and UP levels,
- c. Assist and support SWAPNO to organize and conduct project-related training /orientation/workshop at the Upazila and district levels,
- d. Provide need based supervisory and monitoring support to the project or delegate the same to his/her nominee,
- e. Review physical and financial progress of the project in District Development Coordination Committee (DDCC) meeting and provide directives to overcome challenges,
- f. Take appropriate measures for rectification in case of the UPs not performing as per plan and guidelines, and/or violating financial policy of the project

2.4 Roles and Responsibilities of Deputy Director, Local Government (DDLG)

- a. Oversee the implementation of the project and provide support to the public asset/works maintenance activities and block grant schemes,
- b. Jointly operates the SWAPNO District Account with SWAPNO - District Manager
- c. Assist the DC and enable the Upazila Parishad to implement three components of the project,
- d. Participate in the District Development Coordination Committee (DDCC) meetings and discuss the progress of implementation of the project.

2.5 District Manager

The District Offices of SWAPNO comprising a District Manager (DM) and a Financial Monitoring Associate will be working closely with the district and Union level officials for ensuring a coordinated implementation of the three components of the project.

Roles and Responsibilities of the District Manager

- a. Act as Member-Secretary of Upazila SWAPNO Cell, and represent at the District SWAPNO Cell,
- b. S/he will assist opening and maintaining of the District Project Bank Account/s jointly with the DDLG
- c. Supervise the work of Partner NGO to ensure that their output for the three components of the project is satisfactory,
- d. Participate in the District Coordination Committee meetings,
- e. Assist the UP officials in the selection of women beneficiaries as well as other casual labourers in the demand-driven public asset schemes under the block grants component,
- f. Supervise the eld programme activities being organized and conducted by the PNGOs for the different stakeholders
- g. Coordinate and assist the Specialists in implementing programmatic activities including training/motivation and advocacy campaigns,
- h. Review and endorse progress reports and expenditure statements submitted by Partner NGOs,
- i. In case of financial irregularity, including the payment of Women Beneficiary wages, or any conflict in the implementation of the three different components of the project, report to the NPD with a copy to PM and UNO concerned and make efforts to resolve the problem,
- j. Submit monthly/quarterly/annual reports to SWAPNO Project Office, Dhaka,
- k. Undertake any assignment as directed by SWAPNO Project Office, Dhaka.

2.6 Upazila SWAPNO Cell

Upazila SWAPNO Cell is expected to play a catalytic role in poverty reduction and employment generation at the UP level. Basically this committee will oversee a) the employment of women in public works; b) schemes under Block Grants: i. basic service delivery; and ii. reducing climate change vulnerabilities. The committee will meet at least once a month. Formation of the committee will be as follows:

Name of Position	No of Positions	Membership
Adviser	1	Upazila Chairman
Chairperson	1	UNO
Member Secretary	1	District Manager, SWAPNO to provide documentary and liaison support to the Committee
Member	6	<ul style="list-style-type: none">• Upazila Agriculture Officer• Upazila Livestock Officer• Upazila Women & Children Affairs Officer• Health/hospital• Youth & Development• Banik/Market committee• A UP Chairman selected unanimously from the UDCC• Upazila Project Implementation Officer• One woman member from the UDCC

Roles and Responsibilities

- a. Coordinate Upazila wide implementation of the three components of the project,
- b. Oversee the Standing Committee on “Family Dispute Resolution, Women and Children Welfare”, Schemes and crew selection.
- c. Assist SWAPNO District Office and the UPs in implementation of the project in accordance with the implementation plan developed by each UP for individual schemes,
- d. Assist and support the Deputy Commissioner , SWAPNO district office, bank and UPs in resolving any project related problems,

- e. Assist the project in organizing and conducting capacity building training programmes for the UP officials, representatives and the SC members,
- f. Review the quarterly progress reports of the SC and provide necessary feedback for improvements.

2.7 Union Parishad

The Union Parishad is primarily responsible for planning, implementing and managing the three components of SWAPNO, maintaining pro poor and Gender Sensitivity at all levels. The Union Parishad is also responsible for maintaining accounts properly in accordance with the GoB and UNDP rules.

Roles and Responsibilities of Union Parishad (UP)

- a. Organise a UP meeting to discuss the role of the Standing Committee on “Family Dispute Resolution, Women and Children Welfare”,
- b. Maintain a consultative and participatory approach in selecting a potential women member as the Chairperson of the SC and at least three members from the communities- one from each greater ward,
- c. Assess and select widely used public assets/works (earthen roads, slopes of metallic roads, school fields, embankments, approach road of the ferry ghat, graveyard, cremation centre etc.) for year-round maintenance for each Women Beneficiary Cycle and submit to the Upazila SWAPNO Cell for approval,
- d. Select the women beneficiaries in accordance with the project guideline and send the list to the Upazila SWAPNO Cell for information
- e. Issue cheques for withdrawal of money for the three components of SWAPNO,
- f. Monitor the SC’s performance and organize quarterly project performance review to assess the progress and problems and to take necessary measures for improvement,
- g. Take necessary action, such as warning, suspension or termination of contracts, against irregularities or poor performance of any particular scheme or women beneficiary groups,
- h. Supply public assets maintenance register, attendance register and inspection register to each women beneficiary group or sub-group,
- i. Ensure that the SC prepares quarterly progress report on a regular basis and submit copies to the Upazila SWAPNO Cell for passing them to the SWAPNO District Manager,
- j. Maintain proper accounting that enables reporting for the various components of SWAPNO as required by the project and preserve the bills, vouchers and the cash book for five years after closure of the SWAPNO Project. The following financial documents for SWAPNO will be maintained by the UP:
 - i. Counterfoil of cheques issued for women beneficiary wage payment;
 - ii. Quittance register for women beneficiaries;
 - iii. Attendance register of women beneficiaries after graduation;
 - iv. Lists of public assets;
 - v. Counterfoil of cheques issued for schemes under block grants for Basic Service Delivery and Public Assets;
 - vi. Quittance Register of casual labourers’ wage payment within scheme file concerned;
 - vii. Pass Book of Public Asset Maintenance Account;
 - viii. Muster Roll of Casual Labour;
 - ix. Pass Book of Basic Service Delivery Account;
 - x. Cash Book of SWAPNO Project;
 - xi. Mother Cash Book of Union Parishad, incorporating cash book of SWAPNO Project;
 - xii. Bills and Vouchers of SWAPNO Project, scheme-wise.

2.8 Standing Committee on “Family Dispute Resolution, Women and Children Welfare”

The SC on “Family Dispute Resolution, Women and Children Welfare” will be either formed or reorganised within the ambit of the UP, and work in close consultation with the UP to supervise three components of SWAPNO.

Name of the Position	No of Position	Membership
Chairperson	1	One of the women members of the UP (with rotation on a 2-year basis)
Member Secretary	1	UP Secretary
General members	3	Three community representatives selected from three greater wards

Roles and Responsibilities of SC

- Assist the UP in public asset/works maintenance/repair and women beneficiary selection,
- Based on the available days (450 days in 18th Months period), allocate round-the-year maintenance work to the women beneficiaries with payment on a fortnightly basis,
- Supervise and monitor the activities of the women beneficiaries for quality assurance,
- Act promptly to resolve if any problem related to scheme implementation occurs,
- Make people aware to participate in the local level resource generation, management and to participate in the project implementation,
- Ensure safe and hassle-free working environment for the women crew members so that they can work without any prejudice and fear,
- Ensure the regular and timely presence of women beneficiaries,
- Assign fortnightly maintenance task to women beneficiaries and acknowledge the task accordingly from them,
- Keep records of public asset maintenance activities on file for review and consolidated reporting on a quarterly basis; undertake similar activities for the block grants and basic services delivery components,
- Influence UP to be pro poor and gender sensitive, while dealing with women beneficiaries.

2.9 Partner NGOs (PNGOs)

The partner NGOs are expected to play a key role in monitoring implementation of the three components of the project and provide training on life skills and rights and entitlements to enable the beneficiaries to develop their own Income Generation Activities.

Roles and Responsibilities of PNGOs

- Organize rapid participatory appraisals for assessing the training needs of the women beneficiaries and casual labourers of the block grants schemes,
- Provide on-going training to the women’s groups on techniques of quality public asset maintenance and to casual labourers of the block grants component on relevant issues pertaining to the maintenance of public assets,
- Monitor adequate supply of maintenance equipment and ensure that the tools are well maintained by the women beneficiary groups; for the implementation of schemes under the block grants component facilitate that casual labourers are provided with the necessary tools,
- Organise fortnightly meetings with the women beneficiary group to discuss about future planning and graduation strategies, recapitulate training topics and follow up adaption at personal, family and community levels,
- Provide leadership skills to women beneficiaries and casual labourers of the block grants schemes,
- Develop mechanisms for ensuring the regular presence of women at the work sites during working hours, and for the casual labourers under the block grants component undertake similar supervision activities,
- Provide training to those selected on different aspects of group dynamics, life skills management, gender mainstreaming, human rights, social issues, and health related issues.

- h. Establish close liaison with Union Parishad officials for an effective co-operation during the public asset maintenance phase as well as during the implementation of the public assets maintenance/rehabilitation schemes under the block grants component,
- i. Monitor public works of women beneficiary groups on sample basis; for the schemes being undertaken as part of the block grants component undertake relevant monitoring activities and ensure that these are recorded for reporting purposes,
- j. Monitor that women beneficiaries receive their wages on fortnightly basis and that casual labourers of the schemes under the block grants component also receive their dues at the determined intervals, and for the basic services delivery component that the necessary payments are made for the services rendered,
- k. Clauses on conflict and irregularities
- l. Monitor women beneficiaries' deposit of the defined amount of their wages in the mandatory account with a local bank on a quarterly basis,
- m. Work under supervision of SWAPNO District Manager and report on a monthly basis to the Project Director on the progress and achievements, also report on weak points and suggested remedies,
- n. Assist the capacity strengthening of Local Government Institutions and Livelihoods Development initiatives undertaken by SWAPNO,
- o. Facilitate linkages of women beneficiaries with other service providers, microfinance institutions, including other initiatives of the Government at the district and UP levels,
- p. Assist Union Parishad in record keeping related to all implementation of SWAPNO activities.

2.10 Payments/Banks at UP level

In collaboration with the SPPS Programme and the a2i Project of UNDP, SWAPNO will move towards electronic payment systems available in the project area, to make direct payment to the beneficiaries. The pilot phase will begin from January 2016, and will include 15 Union Parishads per operating district. Based on the outcome of the pilot, the project will either expand the digital payment system or use the bank branches for wage transfers.¹

Whatever wage payment system is opted for the project, the banks remain important stakeholders of the project and should provide services to maintain three/four² project accounts and the individual accounts of the women crew members.

Roles and Responsibilities of the Banks

- a. Banks will open three/four accounts for the three components of SWAPNO Project and individual savings accounts of the women beneficiaries at the UP level,
- b. Regularly update the project's three accounts including passbooks and forward statements of transactions and balances once every quarter to the Upazila SWAPNO Cell, UP, UNO, SWAPNO District Manager and DDLG,
- c. Pay wages of women beneficiaries to the Organizer of the women beneficiary groups on a fortnightly basis and if the project decides to transfer the savings money to individual escrow account on the same day, i.e. every alternate Sunday, update pass books for individual savings accounts (if escrow accounts opened) and issue deposit slips,
- d. Adhere to the rules and procedures as stated in this manual relating to the project accounts as well as the individual escrow accounts of the women beneficiary groups,
- e. The banks will charge only the mandatory charges as per government regulation. The accrued interest should be handled separately later on,
- f. Banks will send quarterly report to the SWAPNO District Manager and DDLG and annual report to the NPD of SWAPNO.

¹ The Operations Manual describes in the following text on payment procedures the currently existing system of cash payments via bank branches. Following introduction of digital payment platforms, the Manual will be continuously updated to reflect processes of the e-payment modalities chosen.

² Under Component 1 of the project the UPs will have options to decide materials purchase, if they require to complete a project. For example: if a small culvert is required on a public asset to remove water logging, or building a sidewall to protect the road from erosion, or tree saplings for roadside plantation, the UPs may decide to go for this. Since the wage account will be totally separate, the UPs will open a separate bank account for this purpose.

3. FUNDING MECHANISM OF THE PROJECT

3.1 Project Account

The GOB contributions as well as the UNDP contributions will be deposited in SWAPNO Project Account, to be opened with any schedule bank of Bangladesh. This account will be operated jointly by the NPD and National Project Manager of SWAPNO. The project will either reimburse all costs related to fund transfer or negotiate with Bangladesh Bank to get waiver of the cost.

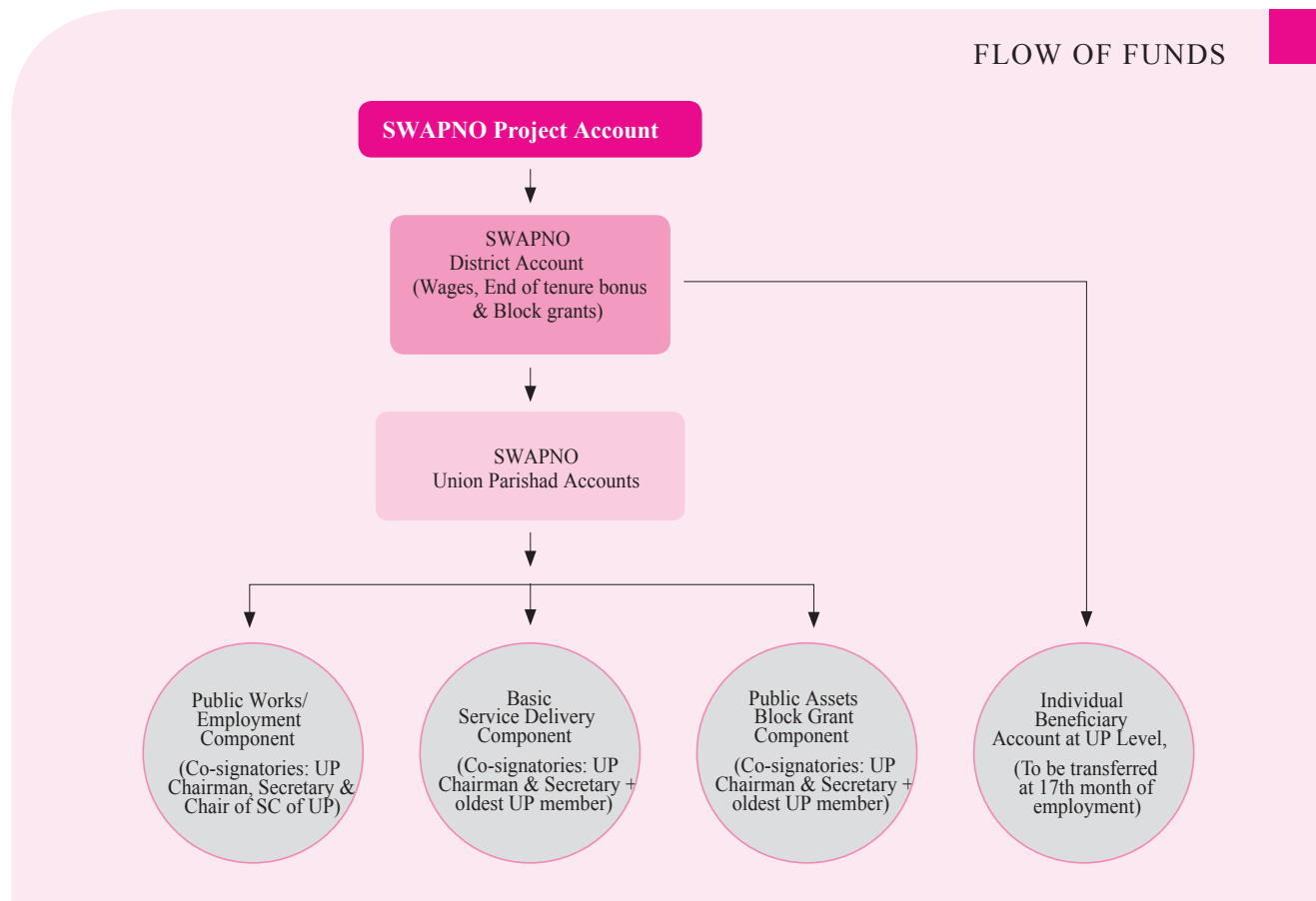
3.2 District Account

The project will open district account at all operational districts to receive the ‘end of tenure bonus’ of the women beneficiaries from the project account and transfer the same to each individual women beneficiary account after graduation. This account will be operated jointly by the Deputy Director Local Government (DDLG) and SWAPNO District Manager. This account will be maintained until the project introduces digital payment modalities for payment of beneficiary wages and bonus.

3.3 Fund transfer procedures

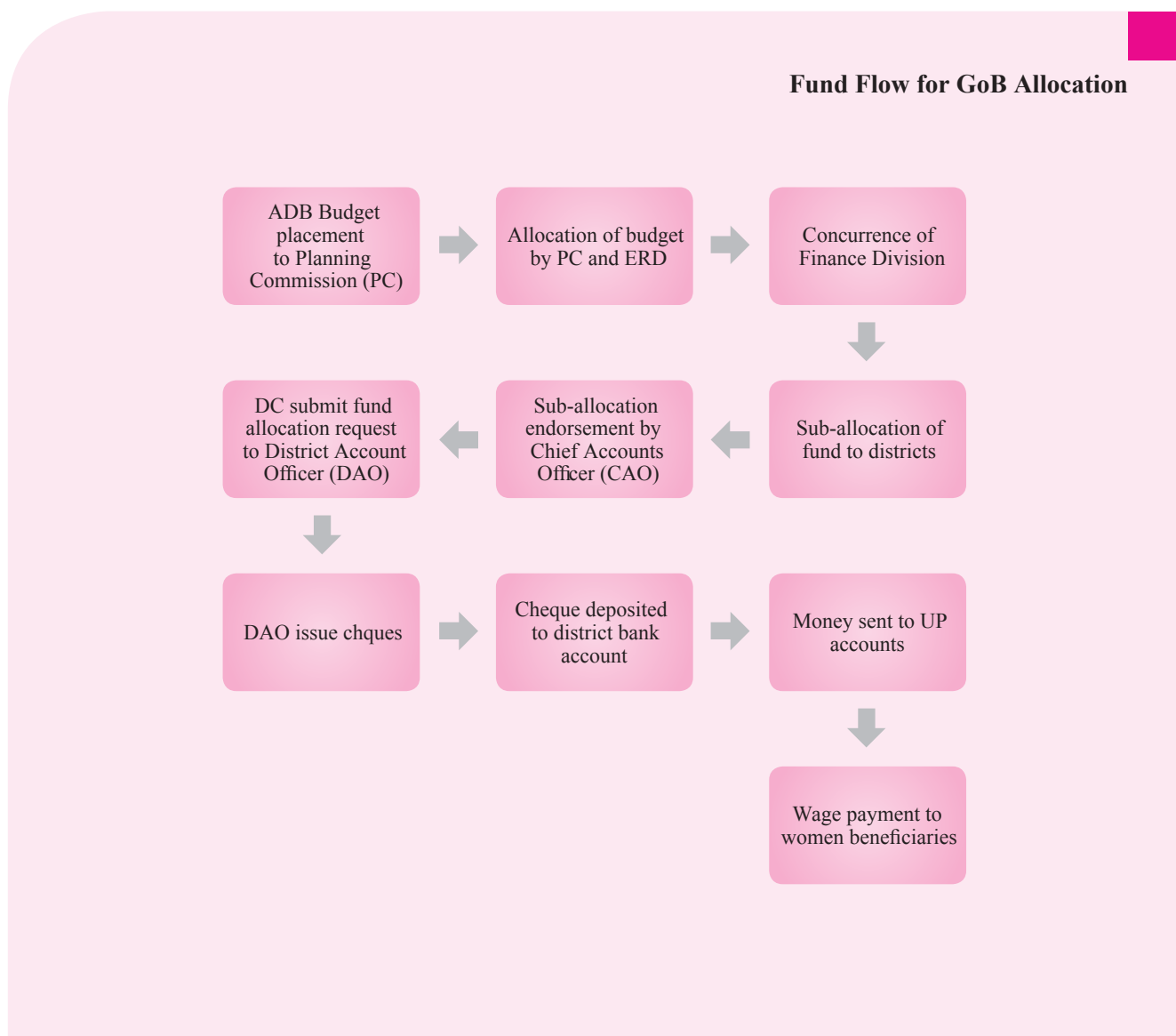
3.3.1 Using Schedule Banks

The funds allocated for the women beneficiaries and Block Grants will be transferred directly from the project account to the bank accounts opened at the UPs for **public asset/works maintenance/repair, block grants for basic service delivery schemes and, Block Grants for reducing climate change vulnerabilities** with written intimation to Deputy Commissioners and Upazila Chairman about the amounts transferred to each respective UP under their jurisdiction. The UPs will also ensure that 36 bank accounts are opened in the name of 36 women beneficiaries for deposit of individual savings at the rate of Tk. 50/day. These savings can only be withdrawn by the individual women beneficiary after completion of an 18 months cycle. Details of the operational mechanisms of each account are provided in the respective sections on each component.



3.3.2 GoB Fund Allocation Process

On the basis of ADP allocation, the project will place fund request to the Planning Commission through LGD. Upon allocation of budget by the Planning Commission and ERD (for DPA), LGD requests the Ministry of Finance for their concurrence (for 1st and the 4th instalment). Then LGD allocates fund to the project and the project sends sub allocation order of fund to districts. This sub allocation order is endorsed by the Chief Accounts Officer (CAO). Upon receipt of the order from the CAO office, respective Deputy Commissioners (DC) make fund request to the District Accounts Officer (DAO). Then the DAO issues a cheque which is deposited to SWAPNO District Account by the SWAPNO-district office. The bank then transfers the fund to the Wage Payment Account opened at the UP level banks. The beneficiaries are paid on the basis of actual days' of work.

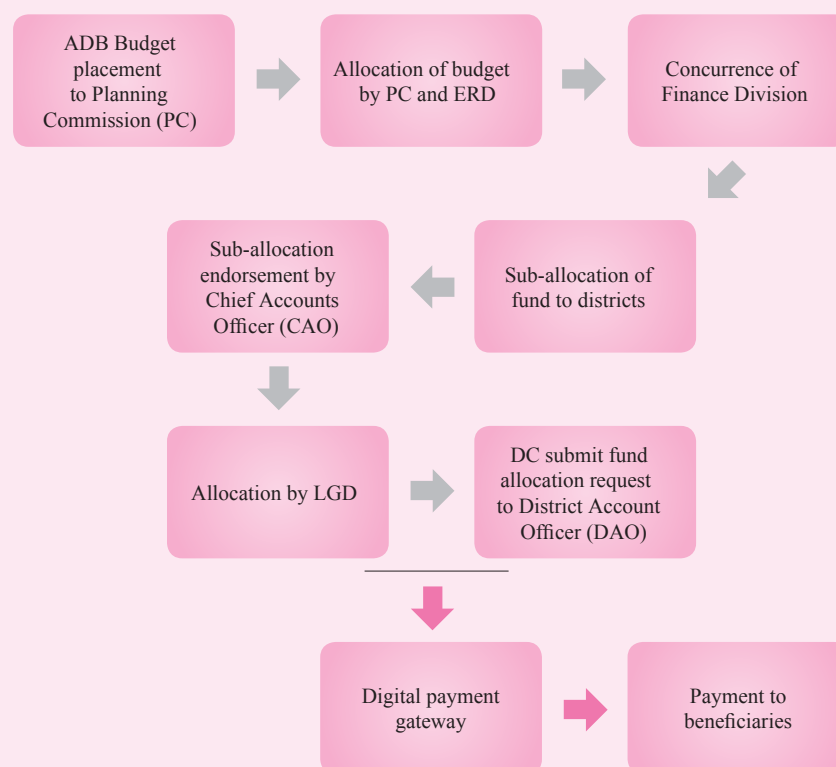


3.3.3 Digital Payment Modalities

In order to ensure financial inclusion of women beneficiaries, transparency and pilfer proof payment system, the project will introduce digital payment modalities. This will be introduced after careful review, cost benefit analysis and error freeness of different platforms available in Bangladesh, such as agent banking, mobile money and postal cash card. For digital payment, the following system will be followed:

On the basis of ADP allocation, the project will place fund request to the Planning Commission through LGD. Upon allocation of budget by the Planning Commission and ERD (for DPA), LGD requests the Ministry of Finance for their concurrence (for 1st and the 4th instalment). Then LGD allocates fund to the project and the project sends sub allocation of fund to districts. Based on suitability the Project will either transfer allocated fund from the LGD accounts or from the district accounts to the digital payment gateway: bank (for BKash/Dutch Bangla)/mobile service providers/post office. Upon receiving a payment request by respective UP which is endorsed by the District Manager, the service provider will then transfer approved amount to individual beneficiary by using their transfer mechanism.

Flow Chart of Digital Payment



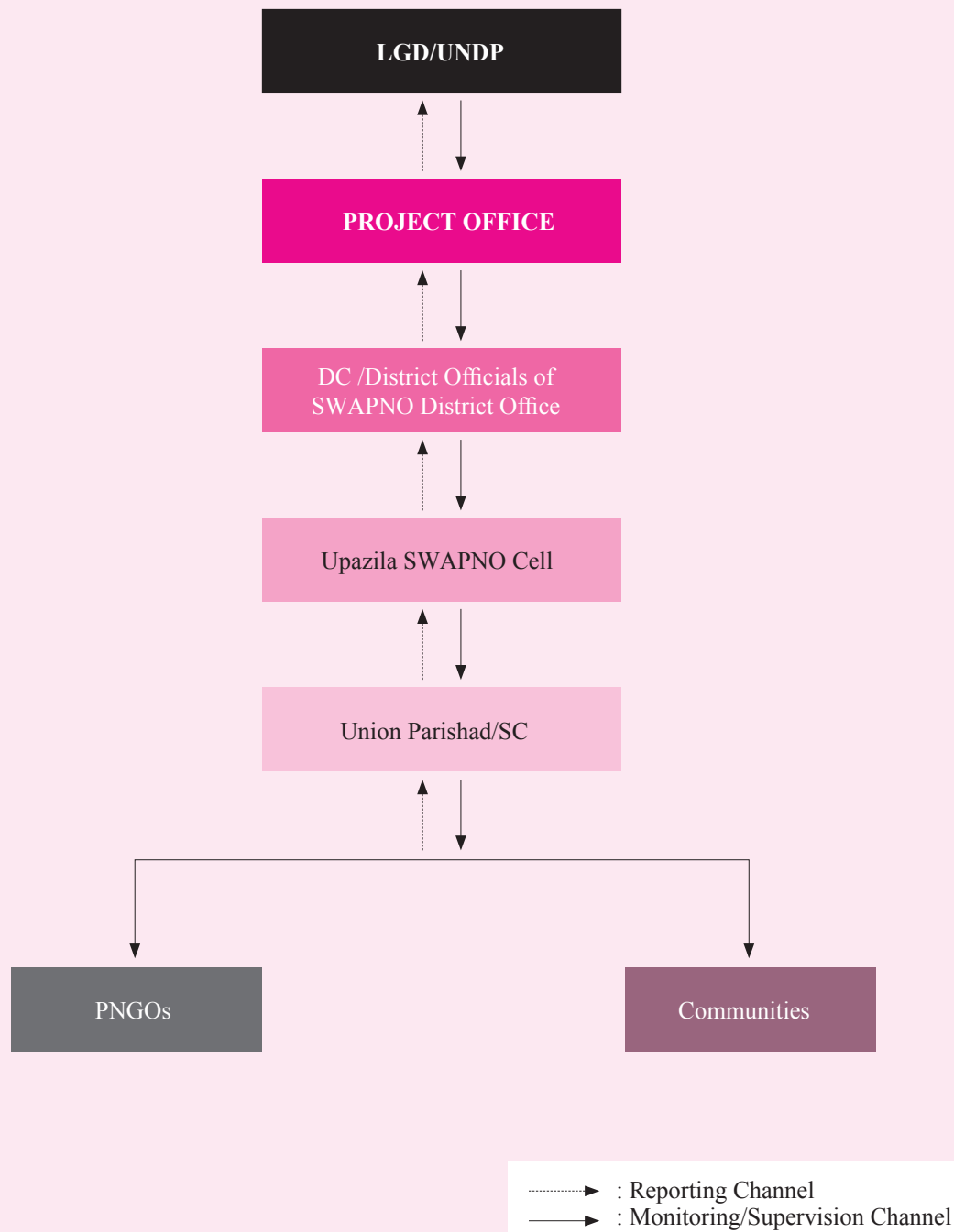
3.4 Bank operation (Until introduction of digital payment modality)

- a. Accounts for the Public Works/Employment Component will be operated by the Chairman, Secretary and the Chairperson of the SC on Family Dispute Resolution, Women and Children Welfare. For the Block Grants for Basic Service Delivery and for Public Assets, accounts will be jointly operated by the Chairman and the Secretary of respective UPs and the most senior (aged) UP member as third signatory.
- b. The Group Leader of women beneficiary groups will withdraw the crew's wages from the Public Works Account through cheque issued by UP. The partner NGOs (PNGOs) will assist the UP in ensuring that due payments are made to the women beneficiaries.
- c. For the Block Grants for Basic Service Delivery, the UPs, upon receipt of a report from the PNGOs and Ward members from the respective wards, will issue cheques in favour of the SIC Chairperson, whose signature is to be introduced to the bank by the UPs beforehand.
- d. For the Block Grants for Block Grants for reducing climate change vulnerabilities, the implementation methodology will follow similar mechanism as for the Service Delivery Block Grants above. The SIC will be directly responsible to implement block grant schemes involving casual labourers and pay their wages accordingly.

It should be noted that under no circumstance the UPs are allowed to withdraw and spend interest accrued from the project bank accounts and thus interest accrued in any project account must not be spent and will be accounted for separately. The use of this amount will be decided by the Project Management Committee in line with requirements of the project's donors.

4. REPORTING CHANNEL

Reporting Channel



4.1 The reporting system (Local Levels)

The reporting system of the project will be as follows

- a. At the grassroots level, the Women Beneficiaries will undertake a monthly participatory monitoring of their own activities to assess the work performance by the members of the group, which will be kept by the Group Leader. **(Annexe 7)**
- b. The PNGOs will submit a monthly report to the UP Chairman, confirming the work performed by the women beneficiaries and whether fortnightly payments of wages have been received by them, with copies to the Upazila SWAPNO cell and the District Manager SWAPNO for onward transmission to the Project Office, Dhaka. **(Annexe 8)**
- c. The PNGOs will also keep records of all work plans and public asset/works maintenance activities on file for review and consolidated reporting on a quarterly basis; undertake similar activities for the block grants for casual labour and basic service delivery. **(Annexe 9)**
- d. The SC will submit a quarterly report to the Upazila SWAPNO Cell through the Union Parishad on the work performed and payments of wages made to the women beneficiaries. **(Annexe 10)**
- e. For the Block Grants for Basic Service Delivery and Public Assets, the Scheme Implementation Committee (SIC) will submit a quarterly report to the Chairman, UP for onward transmission to the Upazila SWAPNO Cell for evaluation. **(Annexe 14)**
- f. The banks will forward the statements of transactions and balances once in every quarter to the Chairman, UP, UNO and District Manager SWAPNO. **(Annexe 12)**
- g. The banks will send a yearly report to SWAPNO Project office.
- h. The Upazila Nirbahi Officer (UNO) will send a quarterly progress report on the progress of implementation of the project's three components to the Project Director, SWAPNO and copy to Deputy Commissioner/ DDLG **(Annexe 11)**. The report will also include a financial statement **(Annexe 13)**.
- i. The District Manager- SWAPNO will submit monthly/quarterly/annual reports to SWAPNO Project Office, Dhaka.
- j. The LGD and the UNDP can, at any point in time, undertake a surprise check of the operations of the Project and take action accordingly.
- k. The Management Information System (MIS) of the project will be developed with regular feeding of information on the latest progress of the different implementing activities which can be accessed by the supervising stakeholders anytime for review.

5. PUBLIC WORKS/EMPLOYMENT COMPONENT

5.1 Introduction

In line with the objectives and goals of the project, women will be provided 18-month employment through maintenance/repair of important public assets and other public works. Women will be selected by UP with the assistance from partner NGOs. Each UP under the project will employ 36 women for a cycle. SC, UP, Upazila SWAPNO Cell, DC and DDLG will monitor the public works activities at the field level on behalf of SWAPNO.

5.2 Operational mechanisms

With assistance of SC and PNGO, UP is responsible for the planning and management of public asset/works maintenance work through employing the women beneficiaries. The operational mechanism of this component is divided into four sections:

- a. Selection process of public assets/works identified for maintenance/repair purposes,
- b. Selection process of the women beneficiaries,
- c. Operational mechanisms of the banking procedures dealing with the payment of wages to the women beneficiaries,
- d. Reporting and monitoring mechanisms among the different stakeholders.

5.3 Selection process of Public Assets

The UP will be responsible for selecting most important public assets of the Union for year-round maintenance work for each cycle (Annexe 4). UP will get the assistance from the Standing Committee members during the whole selection process. UP will do the following tasks:

- a. UP Chairman will call a meeting with invitation to SC members, ward members and community leaders from each ward, for selecting public assets/works following the selection criteria.
- b. UPs may consider Community Risk Assessments (CRAs) and Risk Reduction Action Plans (RRAPs), if available, to identify important public assets that can reduce climate change/disaster related vulnerabilities.
- c. They will prepare a list of public assets and once the list of the public assets has been completed, it will be forwarded to the respective Upazila SWAPNO Cell through the District Manager, SWAPNO for approval.

5.4 Criteria for Public Assets/Works selection

The following selection criteria have to be followed during the whole selection process of public assets for maintenance:

- a. Participatory process of selection.
- b. Public assets/works which is widely used by the community and/or assets that can reduce disaster risks and vulnerabilities related to climate change
- c. Priority will be given to the following public assets in the selection process:
 - i. Roads serving as vital linkages between important hat/bazaar/growth centre or with the Upazila or those linking Union headquarters with Upazila headquarters
 - ii. Roads connecting village(s) and farms to local markets and the Union headquarters
 - iii. Roads within the villages and/or connecting villages to local schools, ferry ghats, graveyards, cremation centres etc.
 - iv. Slope of metallic roads
 - v. Embankments, cross dams, spar to protect river erosion
 - vi. Re-excavation of canals, earthen drains for improving irrigation facilities
 - vii Earth raising to protect public assets from water logging/tidal surge
 - viii Tree plantation and maintenance (strip or block plantations)

- d. Public asset/works that create negative environmental and sociological impact will not be selected, such as roads located inside a cemetery and forestlands under the jurisdiction of the Department of Forests, Ministry of Environment and Forests, public assets (other than tree plantation) located within 3 km from the edge of the Sundarbans or any other wildlife sanctuary/reserve and public assets located within 300 metres from the edge of an eroding river.

5.5 Planning for maintenance/repair of public assets

A Maintenance Plan is needed for ensuring proper maintenance of the public assets. The SC, with assistance from PNGOs, will prepare a yearly work plan, to be updated quarterly, for maintenance of the public assets on the basis of the approved list (Annexe 5). Following activities would be conducted with regard to maintenance plan:

- a. A quarterly plan would be developed.
- b. List of public assets/works approved by UP will be brought under the year-round maintenance, from which priority would be fixed based on the quarterly plan.
- c. Maintenance plan will be available/maintained in the UP office and a copy should be sent to the Upazila SWAPNO Cell and District Manager - SWAPNO for information.
- d. On the basis of the maintenance plan, women beneficiaries would be assigned to the selected public assets/works on a fortnightly basis.
- e. The crew will deploy themselves to conduct routine maintenance work on the selected public assets/works based on the work plan prepared by UP and SC.
- f. If the crew is selected for 'On the Job / Apprenticeship' or any other Livelihoods/ Vocational Training, she will be allowed to avail this. The crew will also be entitled to her daily wage and bonus.

5.6 The public asset/works maintenance/repair criteria

The public asset maintenance criteria have been developed to define quality of maintenance work. The criteria to measure the quality of public asset/works maintenance will be performed at the Union level. The women beneficiaries will perform routine maintenance/repair of public assets/works, thus they should not be asked to do heavy earth filling/construction type of work. Women beneficiaries should only be assigned to work for selected public assets/works under the respective UP. In case of emergencies (cyclone/water surge/waterlogging) neighbouring UPs can decide to repair/maintenance of common public asset. However, this has to be approved by the Upazila SWAPNO Cell. During rainy season, if the public assets are submerged under water, the UP may assign women beneficiaries to do work in schools, hat/bazaars, and to drain out rain water from roads, bush cutting, etc. However, UP should have a resolution in regard to this.

Women beneficiaries will perform the following tasks under public asset/works activities:

- a. Repairing of potholes, wheel cuts, rain cuts, small cuts, bridge/culvert approach fillings;
- b. Compaction of earth whenever and wherever earth filling has been done;
- c. Light reshaping of the carriage way;
- d. Light repair of shoulder and side slope slopes, if possible;
- e. Turfing where side slopes have been repaired;
- f. Tree plantation on/around public asset/works as feasible;
- g. Cutting bushes from shoulder, side slopes and cleaning jungle;
- h. Drainage for water passage.

5.7 Selection of Women Beneficiaries

Union Parishad will take the primary responsibility for selecting the women beneficiaries for the Public Works/Employment Component. UP will involve the PNGOs, SC and the village community/members of the civil society in the whole selection process. Following steps are to be taken for finalizing the selection:

- a. The respective UP will prepare a plan/schedule for selecting women beneficiaries at least one month prior to the selection process. UP will send this plan to Upazila SWAPNO Cell and SWAPNO District Manager for information and comments.
- b. The SC will be assigned by UP for taking action in maintaining the selection process of women beneficiaries.

5.7.1 Information dissemination

- a. The information on selecting the women beneficiaries would be widely publicized in the respective areas through drum beating, loudspeaker, etc.
- b. Criteria of selection of women beneficiaries' date of selection, time and venue should be mentioned during the announcement.
- c. This announcement should take place in all nine wards of the Union to ensure maximum attendance of destitute women on the day of selection.
- d. It must be ensured that a minimum of 30 women per greater ward (female members' ward) attend on the day of selection.

5.8 Criteria for selection of women beneficiaries

Women beneficiaries will be selected considering following criteria:

- a. The candidate must be a permanent resident of concerned ward of the Union Parishad and must be 18-45 years of age;
- b. The candidate must be a rural woman with head of household responsibility, who is widowed, divorced*, separated/abandoned**, or married to a husband who is not able to earn an income*** (such as being physically, mentally, visually or hearing impaired or age-related disabled);
- c. The candidate must have a vulnerable food security status, being unable to provide her family with three balanced meals daily;
- d. Women within ages of 18-28 years will access vocational training (during public works employment) for entry into formal sector employment.
- e. Women within ages of 29-45 years will be provided need-based enterprise and small business development training (during public works employment).
- f. The candidate must be of low economic status, having few or no assets, being forced to beg or accept employment at low wage;
- g. Priority will be given to widowed/divorced/abandoned women with dependent children;
- h. The candidate must not be a beneficiary of other similar project/programme;
- i. The candidate must be mentally sound and physically capable of performing public works.

5.9 Final selection process of women beneficiaries

The UP will conduct an open lottery system in front of all the selected candidates for final selection. The SC will assist the UP to conduct a quick interview to verify whether the candidates meet the necessary criteria, and call for final interview only those candidates who meet the criteria (Annexe 1). It is essential that out of five SC members, at least three are non-UP /community members, who should attend the crew selection process. At this stage following actions would be taken:

- a. The SC with the assistance from UP Chairman will interview the candidates for the verification/identification of the candidates when the respective ward member will ascertain whether the candidates have given accurate information or not. While interviewing the candidates, the team must see the Voter Identity Card to ascertain residency of the union.
- b. The information will be recorded in the prescribed interview format (Annexe 1). During interview, the UP must not generalise poverty and poor conditions of employment seekers, and follow the definition of Divorcee, Separated/Abandoned and Disabled Husband. Very careful and in-depth information on the status of women beneficiaries needs to be documented. Upon completion of the interview the UP will select potential candidates

* Divorcee: Should have a legal paper/document or certified by community leaders

** Separated/Abandoned: No contact with husband for at least two years, does not have any support mechanism from parents/brother/sister or any corner, lives completely on her own and commits not to reunite with spouse/maintain financial independence during employment tenure. (In REOPA, several reunion cases were reported, where the husband just came to take away the savings and assets accumulated by crew women. In the end the project failed to demonstrate socio-economic changes for those women, while evaluated by donor. Some killings were also reported)

*** Disabled: Husband is totally bed-ridden, even cannot go for begging.

for the lottery. The list of potential candidates will be made ward wise and the list should be kept by the UP for record. In case of drop out, death or unwillingness to carry out the job by any women beneficiary this list will be used for future employment.

- c. The Union will conduct the lottery ward-wise in presence of candidate women and community representation from each ward.
- d. The lottery will be conducted ward wise to select four women beneficiaries per ward. Through the lottery 36 women crew members will be primarily selected and their names and addresses will be recorded by the UP Secretary in the prescribed format that would be signed by the SC Chairperson and UP Chairman for placing on the UP notice board. The UP Secretary will also keep a copy for record (Annexe 2).
- e. At the time of hanging the result, the UP will announce a team comprising of SWAPNO-DM, PNGO-PC, DDLG and SWAPNO Headquarter Staff, will make house visits of the primarily selected women beneficiaries within next seven days to cross check the information given during interview. Upon completion of the house visits the final selection will be made. The UP will also announce that if the Team finds false information given by any candidate will be dropped from the final list.
- f. In case of any dissimilarities of information, the primarily selected candidate/s will be replaced from the list of potential candidates during interview. This will also be done through lottery, following similar process mentioned in point d.
- g. A contract will be signed between the Women Beneficiary Group Leader on behalf of finally selected 36 women beneficiaries and the Chairman of respective Union Parishad (Annexe 3).

The Upazila SWAPNO Cell will oversee the beneficiary selection process and if any irregularity or violation of policy is found, the UP will be informed and may cancel the selection process.

5.10 Termination

Any selection made on the basis of false information will result in termination by the UP of wrongly selected crew members.

5.11 Replacement of Women Beneficiaries

- a. If any woman beneficiary resigns, or her services are terminated or if she dies, a replacement will be selected from the list of potential candidates of the concerned ward through the lottery, as described in 5.9.d.
- b. The replacement must be selected within ten days of the former member's resignation/dismissal/death.
- c. The new member will be trained on the public asset/works maintenance rules and regulations by the partner NGOs and the SC members.

5.12 Wages of the Women Beneficiaries

Women beneficiaries will receive wages fortnightly. They will be paid for work days only. The daily wage rate is Taka 200 Out of this amount, women beneficiaries will get Tk. 150 per day and Tk. 50 will be saved either in the escrow account or with the project district account. The daily wage level may be guided by the cost of living and relevant minimum wage rates as indicated by the Government of Bangladesh. In 18th month's cycle, the women beneficiaries will work for 450 days. They will not be entitled to weekly holidays or any government approved holidays. Women beneficiaries will be entitled to daily wages also while undergoing Life skills and Livelihoods training as supported by training attendance register.

5.13 Duration of the employment

The women beneficiaries will be selected for an 18-month employment tenure and be responsible for routine maintenance/repair of selected public assets/works, being accountable to the SC for performing tasks to be assigned every fortnight. The work day duration will be from 8 a.m. to 2 p.m. with a paid weekly holiday on Sunday and they will enjoy Government holidays with full pay.

5.14 Group management

- a. The selected women beneficiaries will be a self-managed group with individual contractual agreements with UP with regard to their maintenance/repair work performance.
- b. The women beneficiaries will nominate a Group Leader from the group members for nine months through a democratic process. In 18 months cycle, the women beneficiaries will select two leaders.
- c. The women beneficiaries will organise itself in three greater ward-wise sub-groups with twelve members each.
- d. The group will develop a suitable internal group management system to solve internal problems and perform the public asset/works maintenance task according to the SWAPNO public asset/works maintenance/repair criteria,
- e. The women beneficiaries should discuss financial and graduation strategies on a regular basis.

The primary function of the Group Leader will be:

- a. To receive cheque from the UP Chairman and withdraw cash from the bank for payment of wages;
- b. To ensure completion of the daily planned tasks;
- c. To assist the partner NGO and SC in preparing documents on the work done by the women beneficiaries;
- d. To ensure that discipline and quality work is being implemented;
- e. To ensure that all individual bank passbooks are kept up-to-date;
- f. To encourage the group to become change agents and disseminate their learning to other poor women in the community.

5.15 Tools for women beneficiary groups

- a. Working tools will be distributed to the women beneficiary groups by the UP and each sub-group would receive: 4 spades, 6 tampers, 1 pitcher, 8 baskets and 1 dao and 2 pairs of gloves
- b. The SC will ensure that tool distribution to the women beneficiary groups is done and that tools are in good condition.

5.16 Operation and management procedures of Public Works/Employment accounts

5.16.1 Opening bank account

Each Union will open an interest earning Account for Wage Payment in the nearest branch of any scheduled bank. Project funds will be transferred to the above account. The interest earned on that account cannot be withdrawn.

5.16.2 Operational procedures

- a. Funds for the Public Works/Employment Component will be transferred by the SWAPNO Project Office to the Account for Wage Payment of the respective Bank at the UP level, and to a separate account for procurement and monitoring expenses. The NPD and PM will ensure smooth delivery of the funds from the Project Office to each respective UP.
- b. There will be three types of accounts for the Public Works/Employment Component:
 - i. A Wage Payment Account, from which wages for women beneficiaries will be disbursed by the UP.
 - ii. If the project decides to transfer the “end of tenure bonus” to individual beneficiary account from the beginning, the UP and PNGO will assist to open Compulsory Savings Accounts (Escrow Accounts) for individual women beneficiaries. The UP will issue a second cheque with instruction to the bank to transfer a fixed portion of the wage money (Tk. 50 per day) from the Wage Payment Account to the individual crew accounts every fortnight (please refer to 5.16.2.2 of this manual for clarification).
 - iii. The UPs will maintain a separate account under this component, to be used for procurement of any construction materials, hiring masons, buying tree samplings and so forth, as required for the public works, after approval by the Upazila SWAPNO Cell. Administrative expenses of the UP SC related to public assets/works, including travel and other monitoring costs, for a maximum of Tk. 10,000 per employment cycle, will also be covered from under this account.

Operational details of the accounts for the Public Works/Employment Component are given below.

5.16.2.1 Account for Wage Payment

- a. The Account for Wage Payment will be operated by three signatories: Chairman of the concerned UP, UP Secretary and the Chairperson of the SC on “Family Dispute Resolution, Women and Children Welfare”.
- b. The women beneficiaries will be paid their wages in cash from the Account for Wage Payment.
- c. The concerned UP Chairman, UP Secretary and the Chairman of SC will issue an open cheque to the Group Leader of women beneficiary groups every second Sunday, i.e. every 14 days interval for a total of 14 days only. If the payment day is a Bank Holiday or any Government Holiday, then the payment would be made on the next working following day of the holiday.
- d. The Group Leader will draw the cash from the bank in the presence of a member of the SC and make the payment to the members of the women groups in the same day against their name, mentioning the actual amount and receiving their signatures with the register.
- e. If the Group Leader leaves SWAPNO Project due to resignation, termination, release or death, then the UP will immediately notify the bank and introduce the new Group Leader.

The representatives of the PNGOs will monitor that the women beneficiaries receive their fortnightly wages and regularly check their bank Pass Books to ascertain that the mandatory savings amount is deposited into their accounts and entered into their respective Pass Books.

5.16.2.2 Accounts of individual Women Beneficiaries

If the project decides to pay the “end tenure bonus” of the women beneficiaries @ TK. 50/month to their individual accounts from the beginning of the project, “Option A” has to be followed.

If the project decides to hold the “end of tenure bonus” to the SWAPNO District Account and transfer to individual beneficiary account in the last month of employment, “Option B” has to be followed

“Option A”

- a. Thirty (36) Savings Accounts will be opened in each UP for the individual women beneficiary of the project.
- b. The Chairman of UP and representatives of PNGOs will play an active role in the opening of bank accounts by the women beneficiaries.
- c. The Upazila Nirbahi Officers (UNO) will give necessary support to the bank authority so that the women beneficiaries can open their bank accounts without encountering any difficulties.
- d. The District Manager of SWAPNO will also provide necessary assistance on the bank account opening for the women crew members.
- e. Union Parishad Chairman will send attested photographs and specimen signatures of the women beneficiaries to the concerned Bank Manager.
- f. The bank will issue a passbook for each member as soon as the account is opened. This passbook should be updated on every deposit date, which will be monitored by the PNGOs.
- g. The women beneficiaries will be paid their wages in cash from the Wage Payment Account. However, as instructed by the UP the bank will deduct an amount from their daily wage, which will be deposited into a designated Savings Account of each individual women beneficiary.
- h. The bank will not charge additional cost to respective members for this account opening.
- i. The Bank Manager will issue a Pass Book for each woman beneficiary.
- j. Women beneficiaries will not be able to withdraw any money from their savings account before the completion of the 18-month cycle.

“Option B”

Funds will be transferred by the SWAPNO Project Office to District Accounts at the same time as funds are transferred to Accounts for Wage Payment held by UPs in the district. The amount transferred to each District Account will be equal to 50% of the total amount being transferred to UPs of the district at the same time.

The District Account contains the employment bonus earned by women beneficiaries engaged in public works and will be kept in the District Account as a compulsory savings scheme for the benefit of the women beneficiaries, to be paid to them during the final employment month. Payment details are as follows:

- a. At the 15th month of employment the UP and PNGO will assist women beneficiaries to open individual account with any bank/government approved financial institution (including banking agent, post office, mobile banking agent, etc.)
- b. Send the accounts information to the DDLG and SWAPNO District Manager within the 16th month of employment.
- c. SWAPNO District Manager prepares necessary documentation and submits to the DDLG for approval of transfers.
- d. Upon approval of the DDLG, the District Manager works along with the bank to transfer individual allocation to the beneficiary account within the first fortnight of the last month of employment.

5.16.2.3 Account for Procurement and Monitoring Expenses

- a. For public works requiring purchase of supplies, like purchase of tree saplings for strip or block plantation or materials required for culvert construction and so forth, a separate bank account will be used. The SC will be responsible to operate this bank account with the same signatories as for the Account for Wage Payment.
- b. This account will also be used to keep Tk. 10,000 per UP per working cycle to monitor the women beneficiaries by the SC. The UP will reimburse the bills produced by the SC members, after checking the work schedule and visitors' book kept with the women beneficiary groups.

5.17 Resignation/termination/death of women beneficiaries and phasing out from the project

- a. If any member resigns or her service is terminated or if she dies, the UP will officially inform the bank. Accordingly, transfer of money to this account will be stopped from the date of resignation/termination/death.
- b. After acceptance of resignation or in case of termination of any member(s), the escrow account of the concerned member will automatically be treated as a normal savings account and the released or terminated women can withdraw the deposited money.
- c. After phasing out from the project after 18 months, these escrow accounts will be converted into normal savings accounts and restrictions will be withdrawn. The graduated women beneficiaries will be allowed to withdraw the full amount from the savings account after receiving livelihoods training.
- d. In case of death of any women beneficiary, UP will officially notify the bank. The amount deposited in her account as of last working day may be disbursed to her nominee.

5.18 Monitoring and reporting of Public Asset/Works Maintenance/Repair work

The concerned SC members will primarily be responsible for supervising and assessing the quality of public work performance of women groups. However, other stakeholders of the project such as PNGO, UP, Upazila SWAPNO Cell, and District Manager SWAPNO will also be involved in monitoring and reporting of public works at different stages.

5.19 Participatory monitoring by the Women Beneficiaries

The members of the groups will undertake self-assessment of their performance. They will be given a form, which they will fill up on a monthly basis and the SC will check/ review the filled-up form during their visit of public asset/works maintenance work (**Annexe 7**).

5.20 Monitoring by PNGO

- a. The PNGOs will monitor the performance of the activities of Public Works/Employment Component once in a month and liaise closely with the UP, SC and SWAPNO.
- b. It will also keep close contact with Bank to ensure the regular payment to Women Beneficiaries. The monitoring findings will be submitted to the SC/UP with copies to SWAPNO District Officer and the Upazila SWAPNO Cell each month.

5.21 Monitoring of public works by SC

SC members are primarily responsible for monitoring public asset/works maintenance work of women crew members and reporting. The monitoring responsibilities of the SC are as follows:

- a. The SC members will visit the work site once every fortnight or more often depending on the situation, to review the quality of the work performed by the women beneficiaries and assign tasks to them for the following fortnight, to be recorded in a register called Public Asset/Works Maintenance/Repair Register. During the visit to work site the SC Members will also check the self-assessment of work performance conducted by women beneficiaries.
- b. SC members will maintain a monitoring register to record the performance of the women members and the task assigned to them for each of the fortnightly periods of Public Asset/Works Maintenance/Repair (**Annexe 6**).
- c. If there is any problem regarding public asset/works maintenance/repair, the SC member/s will initiate action to resolve the problem. Details of problems and status should be reported to the UP in writing.
- d. SC will submit a monthly/ quarterly monitoring report to UP.

5.22 Monitoring and reporting responsibilities of Union Parishad (UP)

Project Office shall monitor the Public Asset/Works Maintenance/Repair round-the-year. It will issue directives to that effect from time to time in order to achieve the project goal.

The Chairman of UP or other UP Members nominated by UP Chairman will monitor the activities of SC from time to time, at least once in month. During the monitoring they will review the reports and records of SC and other relevant documents of public asset/works maintenance work. The UP secretary will ensure availability of a public asset/works maintenance register, attendance register and inspection register at each work site.

The UP is required to submit quarterly progress reports to the Upazila SWAPNO Cell within the second week of each quarter (**Annexe 10**).

The UP will arrange quarterly project review sessions in which Chairman of UP, members of UP, SC members and representatives of women beneficiary group will attend. The UP will also keep records of the findings and decisions taken during the Quarterly Project Review Session and a copy of this record should be attached to the quarterly monitoring report to the Upazila SWAPNO Cell.

The UP will make sure that the shortcomings identified by the monitoring of PNGO and SC as well as Upazila SWAPNO Cell have been rectified.

5.23 Monitoring and reporting responsibilities of Upazila SWAPNO Cell

The members of Upazila SWAPNO Cell will visit UPs from time to time. During their visit they will review the activities of UP, SC and women beneficiaries relating to SWAPNO Project. Each quarter the committee will submit a consolidated progress and financial report to the Deputy Commissioner, with a copy to NPD-SWAPNO and the SWAPNO District Office (**Annexe 11** and **Annexe 13**).

5.24 Reporting responsibilities of SWAPNO District Managers

The District Manager-SWAPNO will work closely with the Upazila SWAPNO Cell as well as the UP Chairman, SC and PNGOs. The District Manager will submit quarterly reports to the Project Office, with a copy to PM-SWAPNO, on the performance of the public asset/works maintenance work by the women crew members. The DM will also function as the Member Secretary of the Upazila SWAPNO Cell and undertake all necessary monitoring and supervision work related to effective and efficient implementation of the Public Works/Employment Component of SWAPNO Project and also maintain all relevant documents. S/he will remain in close touch with the district administration and keep them informed about all relevant matters regarding the implementation process. S/he will also ensure that the standard formats being prepared for submission of information by the different officials at different levels are compiled and the Management Information System (MIS) is regularly fed with up-to-date data regarding the progress of the implementation related activities

5.25 Disciplinary action

With a view to ensuring the qualitative work through better performance of the Women Beneficiaries, appropriate disciplinary actions are to be taken. Therefore, women members should be reminded to fulfil the following obligations of the Public Asset/Works Maintenance/Repair operational disciplines:

- a. Be present at worksite from 8:00 am to 2:00 pm;
- b. Work as per instructions given by the SC and UP;
- c. Accomplish daily and fortnightly work assignment as specified in the public asset/works maintenance register;
- d. Ensure availability of all working tools (spade, basket, tamper, dao, pitcher, gloves) at worksite;
- e. In case of absence from work due to sickness or other reason, send a substitute. If no substitute is engaged by the individual women member (which should be exceptional) then the corresponding wage money of the concerned member should not be paid for those days of absence from work. It should be noted here that in case of serious illness, a women member might be absent from public asset/works maintenance for a maximum of 20 days at a time with permission from UP/SC, which must be mentioned/documentated in the Public Works/Employment Component register. Prolonged illness for more than 20 days continuously will result in termination;
- f. The Group Leader will maintain a daily attendance register and an inspection register for monitoring of the women members.

As a self-managed group the Women Beneficiary Group should warn the individual women member in case of any irregularities made by the individual crew women and keep the SC/UP informed.

5.26 Types of disciplinary actions

In case of failure of the operational disciplines of public asset/works maintenance work performed by women beneficiaries, the following disciplinary actions, in general, may be taken:

- a. If irregularities are observed in any of the issues mentioned above during the visits by any Government officials, Upazila SWAPNO Cell or SWAPNO-Project office, UP and SC, for the first offence an oral warning will be issued to the concerned individual woman member or to the whole groups if the irregularity is committed by the whole group.
- b. If irregularities are observed for the second time within one year, a written warning with a request to show cause will be issued to the concerned individual crew member or to the whole group if the irregularity is committed by the whole group.
- c. If irregularities are observed for the third time within one year, a 10% penalty can be imposed on fortnightly wages of the concerned individual woman member or the whole group if the irregularity is committed by the whole group.
- d. If irregularities are found for the fourth time within one year, the concerned individual woman member or the whole group, as the case may be, can be dismissed. This dismissal will be effective from immediate next pay day of the women beneficiaries.

5.27 Procedure to take disciplinary actions

The disciplinary action will be taken as per following procedure:

- a. If irregularities are observed by Upazila Chair/UNO, Upazila SWAPNO Cell, SWAPNO representatives or DDLG, the person concerned will submit a written request to UP Chairman asking him/her for initiating disciplinary measures.
- b. After receiving the letter, the Union Chairman will review the women beneficiary file to determine whether the irregularities are observed for the first, second, third or fourth time within one year.
- c. If the irregularity by the individual women member or the group was for the first time, the UP Chairman will issue an oral warning to the concerned individual women member or the group, as the case may be.
- d. If the irregularity by the individual crew member or the Women Crew Group (WCG) was for the second time, the UP Chairman will issue a written warning to the concerned individual crew member or the group, as the case may be, with a request to show cause. A copy of the warning letter will be given to the Upazila SWAPNO Cell.

- e. If the irregularity by the individual women beneficiary or the group was for the third time, the UP Chairman will write to the Upazila SWAPNO Cell, proposing financial penalty. In case of penalty decision, the Upazila SWAPNO Cell will write a letter to the UP Chairman asking him/her to impose 10% penalty. The UP Chairman will deduct 10% of the fortnightly wages (excluding mandatory savings money) from the immediate next payment to the individual woman member or the group if the irregularity was committed by the group. The UP Chairman will send a letter to the group, with copy to the Upazila SWAPNO Cell, DM-SWAPNO and DDLG, informing them about the 10% penalty deduction.
- f. If irregularities by individual crew members or the group are found for the fourth time within one year, the UP Chairman will write to the Upazila SWAPNO Cell with a request to dismiss concerned individual crew member(s) or the group, depending on whether the irregularity was committed by individual crew member(s) or the group. A copy of this letter should be forwarded to the SWAPNO-DM and NPD and DDLG.
- g. After receiving the letter, Upazila SWAPNO Cell will investigate the matter and will initiate appropriate action:
 - i. In case of dismissal of an individual woman member, the Upazila SWAPNO Cell will write a letter to the woman beneficiary, with a copy to the UP Chairman concerned, informing them that the member has been dismissed;
 - ii. In case of dismissal of the whole group, the Upazila SWAPNO Cell will write a letter to the WCG informing them that the whole WCG has been dismissed effective from the immediate next payday. A copy of this letter should be forwarded to the concerned Union Parishad Chairman, SWAPNO-DM and NPD, DDLG and the concerned Bank Manager;
 - iii. After receiving this letter, the Bank Manager will ensure payment of all due wages and then “freeze” the account until the new woman beneficiary is recruited and introduced by the Union Parishad Chairman. The Bank Manager will also ensure payments of individual women members “escrow savings” money;
- h. The Union Parishad Chairman will initiate necessary action to recruit new women beneficiary with the assistance from SC and PNGOs within one month of the dismissal of the woman member by following the selection criteria and procedures.

It should be noted here that if the group initiates disciplinary action against any individual crew member for her irregularities, then the whole group shouldn't be punished further.

5.28 Arbitration procedure

- a. In case of disciplinary action that is initiated by UP, the woman beneficiary has the right to appeal to the Upazila SWAPNO Cell if the woman beneficiary has any objection against it.
- b. After receiving the appeal from the woman beneficiary, in the Upazila SWAPNO Cell will arrange to review the disputes and take appropriate measures based on the investigation and review. It may take any of the following decisions:
 - i. Dismiss the individual woman beneficiary member/whole group;
 - ii. Impose 10% penalty on fortnightly wages for the individual woman member/whole group;
 - iii. Reject the penalty or dismissal request and restore any penalty previously imposed by UP.

6. BLOCK GRANTS

A. Block Grants for improving Basic Service Delivery: This component will contribute towards resolving basic service delivery bottlenecks of the SWAPNO women beneficiaries, with active involvement of service providers and recipients. This will include services to directly promote livelihoods like agricultural extension, veterinary services, fisheries services, services to cottage industries, etc., but also health and education services for the welfare of the entire family.

B. Block Grants for Reducing Climate Change Vulnerabilities: Besides round-the-year employment for rural destitute women towards poverty alleviation and sustainable development, the project will provide Block Grants as an additional support to the Union Parishads to develop capacity of local communities to adapt to climate change, reduce the risk of natural disasters and recover after the occurrence of major disasters. These schemes will at the same time create employment opportunities for the poor, including destitute men and women who survive on selling manual labour. Unions Parishads can prepare costed proposals for such block grants, with grant approval to be decided by the Project Management Committee.

Activities under this component will include community consultation to select schemes that will reduce risks of natural disasters and/or restore community assets damaged by natural disasters; selection of poor women and men to work in the scheme; make payment to the labourers; any purchase to implement the project; and monitoring and supervision to ensure quality.

Schemes will be recommended by the Upazila SWAPNO Cell and approved by the Project Management Committee. Poor men and women labourers who usually remain unemployed for a couple of months in the lean season will be selected to work under the schemes undertaken. Women currently employed in public works will not be considered under these schemes.

Schemes under the Block Grants will be developed and implemented under close monitoring of the PNGOs and monitoring from the DM-SWAPNO & Upazila SWAPNO Cell.

6.1 SWAPNO Block Grants

SWAPNO block grants have two components

6.1.1 Basic Service Delivery

Schemes under Basic Service Delivery will be planned and implemented to primarily support livelihoods activities undertaken by the SWAPNO women beneficiaries to sustain family income, but also include services essential for their family wellbeing. As a cascading effect the schemes will be beneficial for the local community, with impact on the quality of life of the rural communities. The schemes might include special training on agriculture, pisciculture, health, livestock, tailoring and linkages with public and private sectors. Maximum allocation for this component is BDT 50,000 per Union per cycle of public works. The UP is allowed spend BDT 10,000 to cover procedural, administrative and monitoring cost to implement basic service delivery schemes.

Identification of the needs and selection of the Basic Service Delivery schemes would be ensured by following participatory methods engaging UPs and the SWAPNO women beneficiaries, as well as the local communities. It is expected that the agriculture, pisciculture and veterinary related services will get priority. Following are indicative examples of schemes that could be considered:

- a. Innovations in irrigation technology and use of fertilizer, crop protection and crop diversification,
- b. Improved variety of seeds and storage facilities,
- c. New techniques of veterinary services for improved health of livestock and poultry birds etc.
- d. Improved stock of fish fingerlings, remedies of fish disease,
- e. Improved cottage industry technologies,
- f. Innovative technology in sanitary and environment management.

6.1.2 Creation and rehabilitation of public assets to reduce climate change/disaster vulnerabilities

Schemes that can be considered for this activity are: raising the height of the existing embankments (which is beyond

the capacity of the regular SWAPNO - women beneficiaries), building, rehabilitation and/or maintaining earthen mound cyclone and flood shelters, ground raising works to mitigate the effects of floods, shifting of educational institutions to save from river erosion, works to improve drainage and other local assets that reduce the risks communities face.

Allocation for this block grant per selected UP is maximum Tk 30,00,000, where at least 70% of the budget should be spent for payment of wages and maximum 30% is remaining balance to meet materials and ancillary cost, including scheme administration. Expenditure heads may include:

- a. Purchase of materials to develop, repair and maintenance of public assets,
- b. Beneficiary selection (including community validation/endorsement),
- c. Record-keeping related to block grant activities,
- d. Administrative expenses, including travel and other monitoring costs related to the block grant. **Maximum Tk. 15,000 of the budget may be used for this.**

If the UPs require technical support to design and implement any block grant scheme, they should apply to the Upazila SWAPNO Cell. The Upazila SWAPNO Cell will ensure required support from the Upazila Resource Pool.

6.2 Identification and selection of Basic Service Delivery Block Grant schemes

- a. In consultation with the women beneficiaries, UPs will develop Basic Service Delivery schemes to support livelihoods activities undertaken by women beneficiaries. The schemes may include further training on a livelihood trade, establishing linkages with government or private service providers, for example: vaccines for poultry and livestock, procuring poultry birds/ducklings, market access: may be a place in a market, where women beneficiaries can sell their products, and so forth. Schemes supporting family welfare, like health services, can also be considered. Apart from the primary project beneficiaries, other poor households will also benefit from these schemes.
- b. If more than two schemes are demanded by women beneficiaries, the UPs should select the most appropriate ones through paired ranking. The UP should then form the Scheme Implementation Committee (SIC). The SIC with support from the PNGO should go for a feasibility study before preparing the schemes proposal.
- c. During feasibility study the SIC should meet respective service delivery department/s at the Upazila and ensure their wholehearted support to make the scheme/s a success.
- d. Proposals of selected scheme/s will be submitted to the Upazila SWAPNO Cell for approval.

6.3 Identification and selection of Public Asset Block Grant schemes

6.3.1 Scheme selection at greater ward level

- a. The schemes should be primarily selected through a participatory and consultative process. The process should be led by the woman UP representative of the respective greater ward by involving the male UP representatives from the wards that comprise the greater ward and all the leaders from different socio-economic groups, i.e. teachers, village matabbars (village elite people), religious leaders, leaders of poor groups, leaders from indigenous and minority groups.
- b. UPs may consider Community Risk Assessments (CRAs) and Risk Reduction Action Plans (RRAPs), if available, to identify important public assets that can reduce climate change/disaster related vulnerabilities.
- c. The consultation process will be facilitated by the UP representatives, who will be guided by the NGOs in three greater wards and report on the list of assets identified by the participants through a consensus and prioritization process.
- d. The women UP representatives will be responsible to submit the list of Schemes to the Chairman of the Union Parishad.

During consultation, following criteria are to be considered:

- a. Significance of the schemes in the community perspectives,
- b. Agro-socio-economic benefits of communities,
- c. Community, especially the poor's, accessibility to the proposed Public Assets,

- d. Existing conditions and management of the resources/Public Assets,
- e. Impact of the Public Assets/schemes on the life of the community, especially the poor, after their improvement,
- f. Willingness of the community for asset maintenance and assuming ownership after completion of the schemes,
- g. The proposed schemes can be an example of 'best practice' of Climate Change Adaptation.

Upon receipt of all the schemes under the public asset block grants component from three greater wards, UP Chairman will call a UP meeting to select the most appropriate schemes through exchanging views on the selection process in an open general meeting. Initiatives will be taken to ensure that a diverse range of people from the locality are present – agricultural labourers, school teachers, members from the fishing community, etc. The meetings will be convened with one week's advance notice to enable all concerned from the locality to attend. The UP Chairman will preside over the meeting and the minutes will be recorded by the Secretary of the UP. In the open meeting, the proposals of block grant schemes will be reviewed in a participatory manner, considering range and composition of the beneficiaries, environmental and poverty impact, urgency of the scheme proposed, etc.

Some of the major considerations for the UP while selecting the schemes are:

- a. The selected schemes should bring immediate results on Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR) and supplement poverty alleviation initiatives in rural areas.
- b. In employment generation, particularly women's/vulnerable people's employment will have to be emphasized.
- c. In order to select schemes and mobilize resources, UPs will prepare a Union-based development work plan, through public consultations every year at both ward and Union levels.
- d. UPs will consider the issues of environmental protection, public health, social impact, etc in adopting and implementing schemes. No scheme would be undertaken that may cause environmental degradation, involuntary displacement of people and negative impact on the livelihoods of the community or where other negative social or communal impacts are observed.

6.3.2 UP processing of selected schemes

The proposal of schemes selected to be implemented will be prepared in a standard format. The UP representatives, with assistance of PNGOs, will develop a scheme proposal by using the following template:

- a. Brief description of the scheme, including drawings or designs,
- b. An estimate of cost and fund requirement and contribution by UP and/or villagers, if any,
- c. Methodology for implementation,
- d. Expected short and long term benefits – impact on the beneficiaries,
- e. Source of accessing the technical inputs (whether locally available or through specified outside assistance),
- f. Description of how asset created by the scheme will be operated and maintained on a long-term basis.

During finalization of the scheme, the following steps need to be followed by the UP:

- a. An assessment will be made of the scheme's short and long term benefits for the community, its relevance vis-à-vis community needs, technical feasibility, cost effectiveness, sources of technical skills to implement the scheme, etc. It will also be ascertained that the decision to take up the scheme has been taken by consensus and that the UP is ready to monitor the scheme.
- b. A detailed budget (indicating minimum 75% labour cost for public asset schemes) and design (if required) of the scheme will be developed. The UNO will assign an official to assist the UP in preparing the detailed cost estimate of the scheme.
- c. The UP shall forward the proposed scheme to the Upazila SWAPNO Cell for recommendation and to the District Manager-SWAPNO for information.
- d. The Upazila SWAPNO Cell will, upon its recommendation, submit the scheme proposal to the Project Approval Committee for approval.
- e. On approval of the scheme, UP will set up a Scheme Implementation Committee (SIC) consisting of 5 members. The committee will be accountable to the UP for final selection of the beneficiaries from the list developed by the female ward commissioners and monitor quality implementation of the schemes

- f. On approval of the scheme, the UP Chairman will forward it to the Chairperson, Scheme Implementation Committee (SIC) for implementation and sign an agreement (Annexe 16).
- g. With the assistance of NGO, the UP and Upazila SWAPNO Cell will provide required technical support to the SIC during the implementation of the schemes.

6.4 Scheme Implementation Committee (SIC)

For both Basic Service Delivery and Public Asset Block Grants, a five-member Scheme Implementation Committee (SIC) will be set up, which will be responsible for managing and implementing the approved block grant schemes handed over to it by the UP. The SIC will have the following composition:

- a. The concerned woman ward member of UP (of the ward where the scheme will be implemented) as the Convener,
- b. One official of Upazila Level for technical support from relevant department (to be nominated by the concerned UNO),
- c. Other members (two male and one female) will be nominated by the community at ward level open meeting organized by the ward members,
- d. One member nominated by the committee shall act as the member-secretary,
- e. At least 30% of members of the SIC will be women,
- f. A person shall not hold the position of the Chair in more than one SIC.

The SIC, which will have the direct responsibility for implementing the block grant scheme, will have the following implementation responsibilities:

- a. Plan and implement the approved schemes handed over to them by the UP,
- b. Directly contract community-based labour (wage rate to be determined by Government circular),
- c. Procure goods through direct procurement,
- d. Where necessary, receive advance payments from the UP in order to execute the block grant scheme,
- e. Keep vouchers/payments (along with muster rolls for labour) and submit them to the UP for audit and other necessary actions.

6.5 Beneficiary selection

A: Basic service delivery

- a. SWAPNO women beneficiaries, for basic services in support of their livelihoods activities and their family welfare.
- b. Other poor village dwellers (farmers, fishermen, artisans, etc.) in need of public service support of their livelihoods activities and family welfare.

B: Creation and maintenance of public assets

- a. The women member and the male/female members of respective wards will be involved in the selection of beneficiaries, through a community consultative process. The beneficiaries should be selected from the poor, daily labourers (both male and female), who face difficulties in finding employment in the lean period. After selection of the beneficiaries, the list shall be submitted to the SIC for validation.
- b. After validation, the SIC shall hang the list of selected beneficiaries on the UP notice board and at other public places for wider dissemination.

6.6 Block grant disbursement procedure

A. Basic Service Delivery: The project office will in one instalment directly transfer the fund to the account titled: “SWAPNO Prokalpo Moulik Sheba Prodhan” opened by the UP in a scheduled bank. The account will be jointly operated by the Chairman and the Secretary of respective UP and the most senior (aged) UP member will act as

third signatory. They will make payments as required. The UP Secretary shall be responsible to accomplish all the procedures and preserve them for audit purpose.

B. Creation and Rehabilitation of Public Assets: The SWAPNO project office will, in three instalments, transfer the fund to the account titled: “SWAPNO Prokalpo Khandakalin Shramikder Mojuri Prodhan” already opened by the UP with a scheduled bank. The SWAPNO team will ensure smooth delivery of the funds from the Project Office to each respective UP. The account will be jointly operated by the Chairman and the Secretary of respective UP and the most senior (aged) UP member will act as third signatory. They will issue cheques in favour of the SIC Convener for a particular scheme. The SIC will pay the wages of the casual labourers through proper documentation. The UP Secretary shall be responsible to accomplish all the procedures and preserve them for audit purpose.

Payments will be made by the SWAPNO project office to the UP as follows:

Instalment	Requirement for Payment Processing	Fund Disbursement Criteria	Payments in Percentage (%)
First	Signing of MoA	Signing Money	30%
Second	Mobilization Report	On receipt of the mobilization report with detail financial statement and work plan	50%
Third and Final	Final Report	Upon submission and acceptance of the Project Final Report with detailed financial statement and being satisfied with overall achievements and ensured interventions sustainability	20%

6.7 Payment & wages to casual labourers

Payments to casual labourers engaged in creation and rehabilitation of public assets will be made to the Scheme Implementation Committee (SIC) by UP through cheques. The SIC Convener, along with two other members of the committee, will withdraw the money and distribute it among the causal labourers who have worked under the scheme. Before releasing final cheque to the SIC, the UP will inform the leaders of the labour groups about the final payment and make sure that the labourers are paid in full.

(Since this component will be implemented from 2017 only, the project will, within 2016, further detail out the modalities for UP payment to SIC.)

6.8 Accounting

Following account books will be maintained by the SIC:

- Cash book
- Muster roll for casual labour
- Numbered voucher file
- Quotation file
- Stock register (goods receipts and utilized)

Once a scheme is implemented as per cost estimate, the SIC Convener will submit all muster rolls, bills and vouchers to the UP Secretary. All vouchers and documents for the scheme have to be preserved by the UP Secretary for seven years for audit purpose.

UP block grant funds should be recorded in the annual budget and financial statements of the UP. Standard UP financial management forms and formats are to be followed during the implementation of this component.

UPs will maintain their books of accounts, using a cash entry system. These will be regularly updated. At the close of the financial year, all books must be fully completed within 30 days (i.e. by July 30th). Documents under the block grant schemes should be made available at the UP for reviewing during the annual audit process.

The UP Chairman will submit quarterly expenditure statements on block grant utilization to the UNO/ Upazila SWAPNO Cell.

6.9 Training on financial management

The Secretaries of UPs as well as the member-secretaries of SICs will have to undergo accounts training to be organized by SWAPNO Project Office so that they are able to maintain the accounts uniformly. This data will be fed into the Financial and Management System (FMS) at the UP level and then on to the Management Information System (MIS) which will be developed for easy access to information related to project activities. This way the project offices in the Districts and in Dhaka will have up-to-date information about the disbursement and utilization.

6.10 Routine monitoring of scheme implementation

The SIC and UP members of respective greater wards will monitor the daily work performed by casual labour. After completion of the schemes, the SIC will submit a report to UP describing activities and expenditure of the schemes (**Annexe 13**).

The PNGO will assist UP and SIC in monitoring the process of the scheme implementation. They will monitor the scheme identification and selection, beneficiary selection, work performed by casual labour and wage payment to casual labourers and other activities of schemes. The project staff will also monitor the process of scheme implementation and wages to casual labourers on a sample basis. UNO and DDLG and members of SWAPNO project will monitor both the activities of casual labour and service delivery.

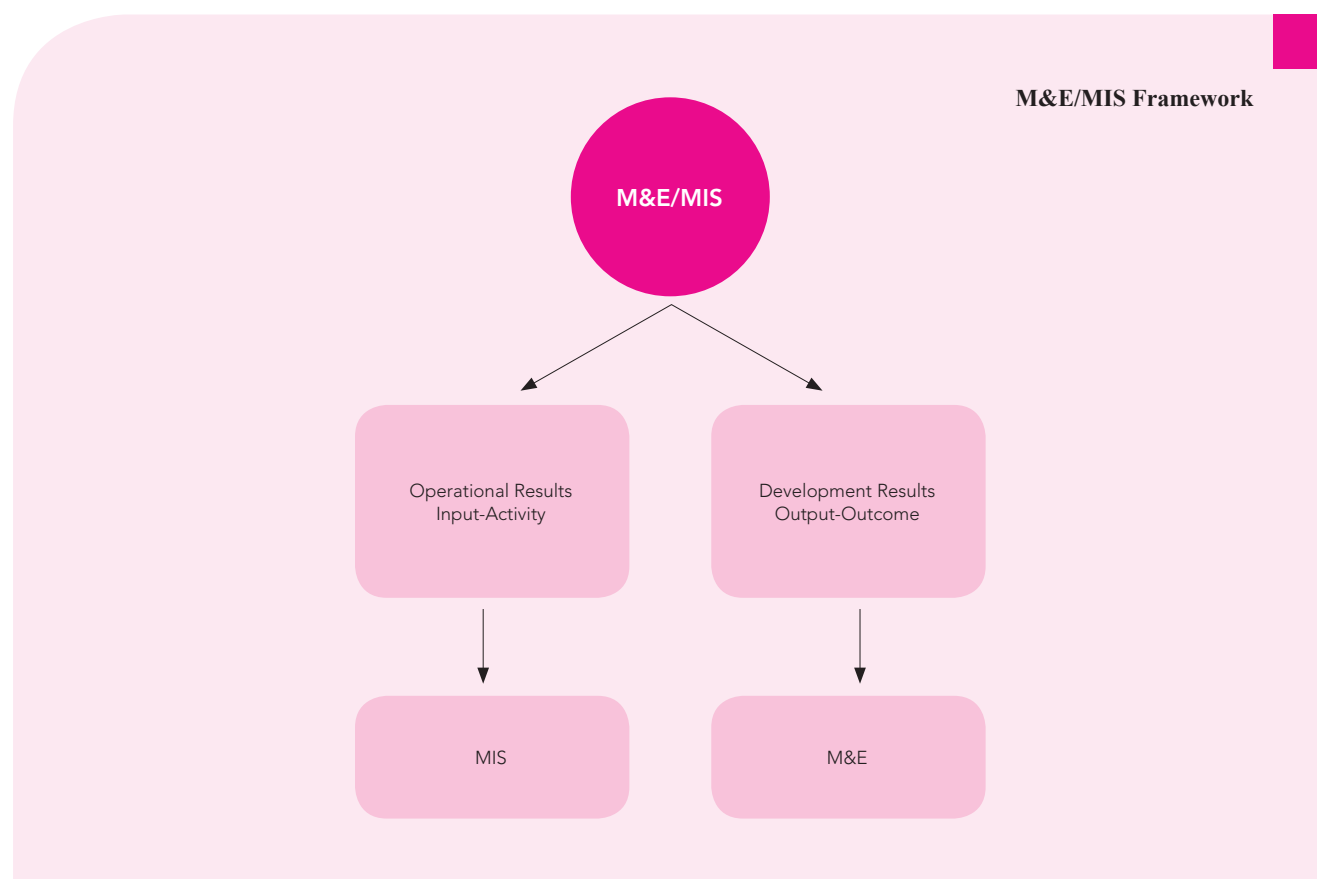
6.11 Capacity-development of stakeholders involved in implementation of block grant schemes

SWAPNO Project will provide capacity development support to Upazila and UP officials to strengthen their skills and understanding in key functional areas of project management, with emphasis on public financial management issues and accountability mechanisms. This will be undertaken through:

- a. Under the supervision of SWAPNO the NGOs will be responsible for organizing awareness campaigns focusing on informing the communities about the concept of public asset development and their ownership of such schemes under block grants through the distribution of brochures, holding of information workshops, etc.
- b. Besides one-day orientation relating to the management of block grants to the SIC members and the Upazila SWAPNO Cell, the SWAPNO Specialists will carry out on-the-job training during monitoring missions at the UP level.
- c. Implementation of lesson-learning activities will be undertaken that would comprise field visits of selected UP members and staff to observe good practices in neighbouring UPs.

7. M&E/MIS

A comprehensive Monitoring and Evaluation and Management Information System (M&E/MIS) will be developed by the Project. A national online M&E/MIS incorporating the key performance indicators will be developed for the project. The information gathered from different levels of the project from UP to District levels will be fed into the system regularly so that the project management at different levels can make operational decisions based on the latest field information. A person will be assigned at the Upazila level (initially 14 Upazilas and then to all the Upazilas in the scaled up phase) that will be supported by the Project Office and will be maintaining and feeding all the relevant data into the central M&E/MIS for easy access by all concerned. SWAPNO-DMs will ensure that the necessary data input is being done through regular visits to the Upazilas.



The M&E/MIS system will have two key components: 1) Management Information System (MIS); 2) Monitoring and Evaluation.

7.1 Management Information System (MIS)

The MIS will be an integral part of project management and act as the tool for operational decision making at field and central level. The roles of MIS are primarily application of MIS Database at the Upazila level and to provide necessary information on project delivery against the Annual Work Plan (AWP). The task of MIS will include data collection, data processing, data analysis, structured report generation for operational management and maintaining and refining of information flow from field to headquarter.

7.2 Monitoring and evaluation

The monitoring and evaluation component will be based on the principles of performance monitoring of development results (output and outcome) outlined in the Logical Framework Approach of the SWAPNO Project. The emphasis of monitoring will be on assessing whether and how interventions contribute to achieving the stated objectives of the

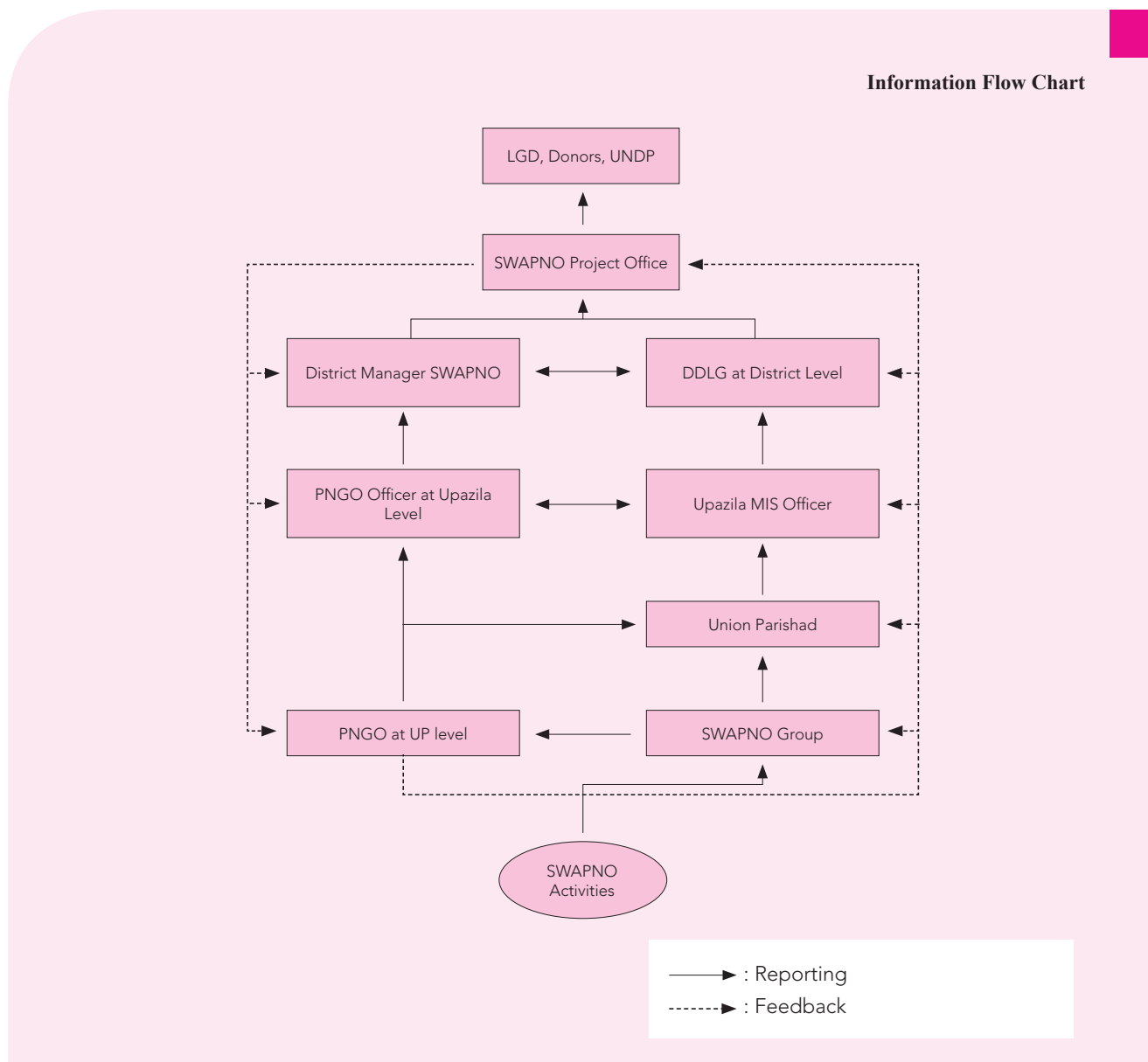
project. The focus of evaluation will be on the assessment of impact achievement of the project and eventually that will identify the cost and benefit of the project at the end.

7.3 Information flow system

There will be three tiers through which the information flow will be filtered:

- Union Parishad Level:** Representatives of the UP and PMC will oversee the self-monitoring of the beneficiaries and also undertake their own supervision and record their findings for inclusion in the report to the Upazila SWAPNO Cell.
- Upazila Level:** The information gathered here is vital as it is from this level that the MIS will be functional at the beginning. Data will be fed into the M&E/MIS system by a computer operator at Upazila level and the computer operator has to ensure that databases are regularly updated and available to any concerned officials who need access to it.
- LGD and UNDP Headquarter Level:** SWAPNO Project Office, Monitoring and Evaluation Unit, will maintain a webbased MIS and perform necessary analysis for reporting and provide information to UNDP and LGD and for project management decision making.

The diagram on the next page indicates the flow of information within SWAPNO Project.



8. ADDITIONAL FEATURES OF THE PROJECT

8.1 Annual ranking of districts

It is recommended that the monitoring process should include an annual ranking of the participating districts in terms of their performance in implementing the project. The ranking should be done or supervised by SWAPNO based on verifiable criteria developed and based on the reporting system of each component of the project. An indicative list of possible evaluation criteria is as follows:

- a. Extent to which employment has been generated,
- b. Productive value of completed works,
- c. Quality of record keeping and reporting,
- d. Accessibility and transparency of SWAPNO-related documents,
- e. Regularity of wage payments to beneficiaries,
- f. Involvement of UPs.

The ranking of districts should be made public. The top ranking district office-bearers of the UP and Upazila will be rewarded by being sponsored by SWAPNO to have exposure to the best practices being followed in a neighbouring country.

8.2 Annual reports

The SWAPNO Dhaka office will prepare an Annual Report on the implementation of the project.

8.3 Financial audit

Financial audit is mandatory. There will be three types of audit systems applied for the project:

- a. FAPAD (Foreign Aided Projects Directorate),
- b. Audit by UNDP Office of Audit and Investigations,
- c. Internal audit as per UNDP procedures.

8.4 Project exit strategy

8.4.1 Exit mechanisms

To ensure sustainability of the project's interventions, it is essential to have a well-designed exit strategy from the beginning. This can be integrated by developing in-built mechanisms in the project's activities, which will empower the grassroots level institutions and rural population to take an active part in their own development process. Two key points to be kept in view are:

- a. No dues are pending to the beneficiaries in any of the three components,
- b. All relevant documents are maintained in proper order and in a manner that can be developed easily into a centralized MIS, which would ensure that the project experience and learning is available for future use.

On completion of the project, all field equipment related to the project will be transferred to the UPs. All office equipment of the including project supplies and vehicles will be returned to MLGRD&C.

8.4.2 Development of a post-project situation strategy

When formulating the main components of the project – public asset/works maintenance, block grants for casual labour and the provision of basic services – the focus should be on developing and integrating interventions that would ensure the continuation of the different activities of the project, long after the completion of the project. To achieve this objective, considerable focus needs to be given to those elements of the project that would become the vehicle for continuing the interventions. For instance, the development of entrepreneurial skills, vocational skills and/or financial literacy among the primary women beneficiaries must be well developed so as to make them self-reliant to continue with their livelihoods activities after the end of social cash transfers.

The focus of these initiatives should be to get the beneficiaries of the project out of their dependency syndrome and empower them to continue with the promotion and development of sustainable livelihoods in a better way. For this, there is a need to organize exit strategy workshops from the penultimate year of the project. These workshops must be held at district level and the expenditure will be borne by SWAPNO. The primary objective of these workshops would be to publicize and familiarize the target groups about the significance of self-reliance and continuing with the project's interventions on their own as this is the ultimate goal of SWAPNO Project. Location of and participation in these workshops should be carefully planned and the proceedings should be well documented for easy reference by all concerned.

ANNEXES

List of Formats for the Operational Manual

1. Interview Format for Women Beneficiaries
2. Finally Selected and Waiting List for Women Beneficiaries
3. Agreement between UP and Women Beneficiaries for Public Asset/Works Maintenance
4. List Public Assets/Work for Maintenance
5. Yearly Work Plan for Public Asset/Works Maintenance
6. Fortnightly Public Asset/Works Maintenance Register
7. Monthly Reporting Format for PNGOs
8. Quarterly Reporting Format for PNGOs
9. Quarterly Reporting Format for SC/UP
10. Quarterly Reporting Format for Upazila SWAPNO Cell
11. Quarterly Account Statement Format for Bank
12. Quarterly Financial Reporting Format for Upazila SWAPNO Cell
13. Quarterly Reporting Format for Scheme Implementation Committee for Block Grant
14. Agreement on Block Grant scheme implementation between UP and SIC

Interview Format for Women Beneficiary Selection

Name of Interviewer: _____
 1. _____
 2. _____
 3. _____
 Union: _____
 Upazila: _____
 District: _____

[illegible]

Marital Status: Widowed, Divorced, Separated, Married (Married/widowed should mention their husband's name, else fat

Approved by: _____
(UP Chairman)

Date: _____
(UP Official Seal)

Copy to: Union Parishad File
SWAPNO Upazila Cell
District Manager- SWAPNO

Finally Selected and Waiting List for Women Beneficiaries

Upazila:

District:

Date of Selection:

List of 36 Selected Women Beneficiaries

[illegible]

- i. SWAPNO Union File
- ii. Upazila Nirbahi Officer
- iii. SWAPNO District Manager

Strengthening Women's Ability for Productive New Opportunities (SWAPNO)
Local Government Division
Ministry of Local Government, Rural Development & Cooperatives

Waiting list for Women Beneficiaries

[illegible]

Prepared by:
Name:
Designation:
Date:

Copy to:

- i. SWAPNO Union File
- ii. Upazila Nirbahi Officer
- iii. SWAPNO District Manager

Approved by:
Name:
Designation:
Date:

Strengthening Women's Ability for Productive New Opportunities (SWAPNO)
Local Government Division
Ministry of Local Government, Rural Development & Cooperatives

Specimen of Contract Agreement between Union Parishad and Women Beneficiaries

This Contract has been signed for the purpose of public works for an 18-month period covering ----- 2014 to ----- 2016 under the provisions of the Operational Manual of SWAPNO, a project which is directly implemented by Local Government Division (LGD), and the terms and conditions stipulated in the annexes of the Operational Manual as described henceforth.

Parties Involved:

-----Union Parishad of -----Upazila under ----- District of Bangladesh will be treated as first party.

-----First Party

and

Women Beneficiary Group of -----Union Parishad of -----Upazila under ----- District of Bangladesh will be treated as second party.

-----Second Party

Hereinafter, the -----Union Parishad and -----Women Beneficiary Group is called first party and second party respectively in the contract.

Now, therefore, both first and second parties agree as follows:

Terms and Conditions

For UP:

1. Assign and acknowledge reasonable volume of work from Women Beneficiary Group at fortnightly (14 days) interval;
2. A total of 24 baskets will be provided to women beneficiaries;
3. Supervise work performance of women beneficiaries on a fortnightly basis;
4. If any problem arises from community, e.g. earth related problem, money extortion etc. which will hamper work, assist to resolve such problem;
5. In case women beneficiaries fail to comply with the rules of public works, initiate necessary action in the light of general disciplinary rules for women beneficiaries as described in the Operational Manual of SWAPNO;
6. In case of dismissal or resignation of any women beneficiary, inform bank manager in writing with copy to UNO, DC and SWAPNO project to cancel/release respective escrow account;
7. All new recruitment of women beneficiaries should be made in line with pertinent provision of the Operational Manual.

For WCG Members:

1. Every member of beneficiary group will work sincerely in a group to accomplish assignment;
2. Establish discipline (determining work date and time, determining weekly target of work, fixing monthly and group meeting date) among them to work as a self-managed group and create enabling work environment;
3. Accomplish assignment in time by maintaining proper procedures in carrying out work;
4. Select a Group Leader according to the Operational Manual, following democratic process;
5. Inform UP if any major external problem related to work arises;
6. Dismiss women beneficiary/s who disrupt enabling working environment, fail to maintain quality of work and do not comply with rules of the group or the Operational Manual;
7. If the Group Leader does not perform her responsibility properly or fails to perform her responsibility, change the Group Leader as per rules of the Operational Manual;
8. In case of dismissal, death or resignation of any group member, inform UP immediately;
9. As Group Leader perform assigned responsibilities in close contact with UP, UNO, DC and District Manager of SWAPNO, as well as PNGO;
10. In the absence of Group Leader, the leader of any sub-group of the women beneficiaries will draw wages from bank for all women beneficiaries with the help of PNGO representative;
11. If necessary, elect new Group Leader through re-election at six monthly intervals;

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Local Government Division
Ministry of Local Government, Rural Development & Cooperatives

12. Take care of and if necessary repair and replace the tools for earth work in a responsible manner;
13. If any unfair or unacceptable action takes place against women beneficiaries, submit information to District Manager - SWAPNO and UNO.

The terms and conditions described above have been articulated as per the Operational Manual of SWAPNO. Even then, if either of the parties thinks that there is confusion or ambiguity in the terms and conditions spelt out in the contract which may hamper the activity of the Project, in that case confusion and ambiguity could be resolved through bilateral dialogue in a congenial environment.

This Contract Agreement has been signed in the presence of following witness:

Name : _____
Designation : _____
Signature : _____
Date : _____

----- Union Parishad

Name : _____
Designation : _____
Signature : _____
Date : _____

Women Beneficiary Group of

----- Union Parishad

Witness:

First Party:

1. Name : _____
Sign : _____
Address : _____

Second Party:

2. Name : _____
Sign : _____
Address : _____

(The mutual relationship between UP and Women Beneficiary Group is contract based. Hence, this contract will be signed between UP and women beneficiaries immediately after their selection. Chairman on behalf of UP and Group Leader on behalf women beneficiaries will sign this contract.)

Strengthening Women's Ability for Productive New Opportunities (SWAPNO)
Local Government Division
Ministry of Local Government, Rural Development & Cooperatives

List of public assets/works for maintenance

Union:

Upazila:

District:

Name of Asset/Works	Description of Asset/Works	Length/Volume of Asset

Prepared by:
Name:
Designation:
Date:

Approved by:
Name:
Designation:
Date:

Copy to:

- i. SWAPNO Union File
- ii. Upazila SWAPNO Cell
- iii. District Manager SWAPNO

Yearly Work Plan for Public Asset/ Works Maintenance/Repair

[illegible]

Prepared by:
Name:
Designation:
Date:

Approved by:
Name:
Designation
Date:

Copy to:

- i. SWAPNO Union File
- ii. Upazila SWAPNO Cell
- iii. District Manager SWAPNO

Strengthening Women's Ability for Productive New Opportunities (SWAPNO)
Local Government Division
Ministry of Local Government, Rural Development & Cooperatives

Fortnightly Public Work Quality and Quantity Monitoring Register

Ward :

Union :

Upazila :

District :

	Date	Work Place (From —To)	Work Days	Work Length (m)	Score for Target	Targeted Status (Excellent, Good, Unsatisfactory)	Earth Filling	Temp-ering	Shoulder & Side Slope	Turfing	Cleaning jungles & bushes	Drainage Cutting	Score of Work	Work Quality (Excellent, Good, Unsatisfactory)	Group Leader's Signature	PMC/ Visitor's Signature
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Assignment					50								50			
Acknowledgement																
Assignment					50								50			
Acknowledgement																
Assignment					50								50			
Acknowledgement																
Assignment					50								50			
Acknowledgement																
Assignment					50								50			
Acknowledgement																
Assignment					50								50			
Acknowledgement																
Assignment					50								50			
Acknowledgement																
Assignment					50								50			
Acknowledgement																
Assignment					50								50			
Acknowledgement																

Note: Work target and quality will be evaluated individually. Score 45-50: Excellent; 35-44: Good; 0-34: Unsatisfactory. For work quality 50 marks will be distributed among the available tasks in accordance with the weight of each task.

Strengthening Women's Ability for Productive New Opportunities (SWAPNO)
Local Government Division
Ministry of Local Government, Rural Development & Cooperatives

Monthly Reporting Format for PNGOs

Month:

Union :----- Upazila :----- District :----- Reporting Date:-----

1. Has the women beneficiary group attended and departed from site on time?	Yes/No Remarks:
2. Do they bring working tools properly?	Remarks:
3. Has the women beneficiary group faced any problem?	Description:
4. Number of working days worked by women beneficiary group in this month	Target: -----days, Achievement: ----- days Remarks:
5. Quantity of work performed by women beneficiary group in this month	Target: -----m, Achievement: ----- m. Remarks:
6. Quality of work performed by women beneficiary group in this month	Very Good:-----, Good:-----, Unsatisfactory:----- Remarks:
7. Wages paid to women beneficiary group in this month	Target: ----- nos., ----- Tk. Distributed:----- nos., -----Tk.
8. Wages transferred to escrow account this month	Target: ----- nos., ----- Tk. Transferred:----- nos., -----Tk.

Prepared by:

Name:

Designation:

Date:

Copy to:

- i. UP, Chairman
- ii. District Manager SWAPNO

Strengthening Women's Ability for Productive New Opportunities (SWAPNO)
Local Government Division
Ministry of Local Government, Rural Development & Cooperatives

Quarterly Reporting Format for PNGOs

Reporting Period: January-March April-June July-September October-December

Union :----- Upazila :----- District :----- Reporting Date :-----

1. Public Works

a.	Has the women beneficiary group been selected or changed?	Yes/No/Not applicable
	If yes, the marital status of the selected/changed women beneficiary group?	Widowed:-----, Divorced:-----, Abandoned:----- Separated:-----, Married:-----
b.	Has the women beneficiary group been trained?	Yes/No/Not applicable
	If yes, what was the training content and duration?	Content:-----, Duration:----- days
c.	Fortnightly task assignment to and acknowledgement from women beneficiary group:	Target:-----times, Achievement:-----times
d.	Accomplished task by women beneficiary group:	Target:-----km, Achievement:----- km.
e.	Work target achievement by women beneficiary group:	Very good:-----times, Good: -----times, Unsatisfactory: -----times
f.	Quality of work performed by women beneficiary group:	Very good:-----times, Good: -----times, Unsatisfactory: -----times
g.	Has any indiscipline act been conducted by women beneficiary group?	Yes/No/Not applicable
	If yes, describe the incidence:	----- ----- -----
h.	Whether the conditions of work tools were all right?	Yes/No
i.	Wages payment status of women beneficiary group	Target: Tk.-----, Delivery: Tk.-----
j.	Wage transfer to escrow account	Target: Tk.-----, Delivery: Tk.-----
	For any deviation in wage payment, describe the reasons	----- ----- -----
l.	Has the public asset list been prepared for public works?	Yes/No
	Has the work plan been prepared for public works?	Yes/No
m.	Has the quarterly review session been held?	Yes/No
n.	Next date of review session:	
o.	Number of UP/SC participants attended in quarterly review session:	Male:-----, Female:-----, Total:-----
p.	Has any linkage been established with women beneficiaries and service delivery organizations?	# of WCG Member:-----, Organization Name:----- Type of services:-----,-----,-----,-----,-----



Strengthening Women's Ability for Productive New Opportunities (SWAPNO)
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2. Block Grant

a.	Scheme implemented under basic service delivery:	Yes/No/Not applicable
	If yes, give details of the implemented schemes.	Number:-----, Type-----, -----, -----, ----- Expenditure:-----, # of direct beneficiaries :----- ----
b.	Schemes implemented under public assets creation and rehabilitation:	Yes/No/Not applicable
	If yes, give details of the implemented schemes.	Number:-----, Type-----, -----, -----, ----- Expenditure:-----, Work days generated under scheme:----- days

3. Project related problems

Type of Problem	Number	Present situation of the Problem
Task related—		
Wages related—		
Harassment		
Others (specify)		

4. Please mention, if the assistance of Upazila is needed for smooth implementation of the project.

- a. -----, b. -----, c. -----
e. -----, f. -----, g. -----
h. -----

5. Work plan for the next quarter:

Asset Name/Scheme Name	Type of Asset/Scheme	Duration of the Scheme (days)

Prepared by:

Signature: -----

Name: -----

Designation: -----

Copy to:

- i. Upazila SWAPNO Cell
- ii. District Manager SWAPNO
- iii. Chairman Union Parishad

Strengthening Women's Ability for Productive New Opportunities (SWAPNO)
Local Government Division
Ministry of Local Government, Rural Development & Cooperatives

Quarterly Reporting Format for SC/UP

Period: January-March April-June July-September October-December

Union :----- Upazila :----- District :----- Reporting Date :-----

1. Public Works:

a.	Has the women beneficiary been selected or changed?	Yes/No/Not applicable
	If yes, the marital status of the selected/changed women beneficiary:	Widowed:-----, Divorced:-----, Abandoned:----- Separated:-----, Married:-----
b.	Has the women beneficiary group been trained?	Yes/No/Not applicable
	If yes, what was the training content and duration?	Content:-----, Duration:----- days
c.	Fortnightly task assignment to and acknowledgement from women beneficiary group:	Target:-----times, Achievement:-----times
d.	Accomplished task by women beneficiary group:	Target:-----km, Achievement:----- km.
e.	Work target achievement by women beneficiary group:	Very good:-----times, Good: -----times, Unsatisfactory: -----times
f.	Quality of work performed by women beneficiary group:	Very good:-----times, Good: -----times, Unsatisfactory: -----times
g.	Has any warning letter been produced to women beneficiary group for unsatisfactory work?	Yes/No/Not applicable
	If yes, describe the reason:	----- -----
h.	Wages payment status of women beneficiary group	Target: Tk.-----, Delivery: Tk.-----
	For any deviation in wage payment describe the reasons	----- -----
i.	Has the quarterly review session been held?	Yes/No
	Next date of review session:	
	Number of UP/SC participants attended quarterly review session:	Male:-----, Female:-----, Total:-----

2. Block Grant

a.	Scheme implemented under basic service delivery:	Yes/No/Not applicable
	If yes, give details of the implemented schemes.	Number:-----, Type:-----, -----, ----- Expenditure:-----, # of direct beneficiaries :----- ----
b.	Schemes implemented under public assets creation and rehabilitation:	Yes/No/Not applicable
	If yes, give details of the implemented schemes.	Number:-----, Type:-----, -----, ----- Expenditure:-----, Work days generated under scheme:----- days



Strengthening Women's Ability for Productive New Opportunities (SWAPNO)
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3. Project related problems

Type of Problem	Number	Present situation of the Problem
Task related—		
Wages related—		
Harassment		
Others (specify)		

4. Please mention, if the assistance of Upazila is needed for smooth implementation of the project.

- a. _____, b. _____, c. _____
e. _____, f. _____, g. _____
h. _____

5. Work plan for the next quarter:

Asset Name/Scheme Name	Type of Asset/Scheme	Duration of the Scheme (days)

Prepared by:

Signature : _____

Name : _____

Designation : _____

(On behalf of SC)

Approved by:

Signature : _____,

Date : _____

Designation : UP Chairman

(Official Seal of UP)

Copy to: SWAPNO Union File, SWAPNO Upazila File, SWAPNO District File

Strengthening Women's Ability for Productive New Opportunities (SWAPNO)
Local Government Division
Ministry of Local Government, Rural Development & Cooperatives

Quarterly Reporting Format for Upazila SWAPNO Cell

Reporting Period: January-March April-June July-September October-December

Upazila :----- District :----- Reporting Date :-----

a.	Number of UP under the Upazila	-----UP
b.	# of UP have submitted quarterly report:	-----UP
c.	WCG selected or changed in # of UP during the reporting period:	-----UP
d.	Marital status of women beneficiary in case of selection or change of beneficiary	Widowed:----, Divorced: ----, Abandoned:-----, Married:-----, Separated:-----
e.	Training of Women Beneficiaries: 1. ----- 2. -----	-----Union, -----Days -----Union, -----Days
f.	Work performed by women beneficiaries during reporting period:	Target:-----km, Achievement:----- km.
g.	Work target achievement by women beneficiary group:	Very good:-----%, Good: -----%, Unsatisfactory: -----%
h.	Quality of work performed by women beneficiary group:	Very good:-----%, Good: -----%, Unsatisfactory: -----%
i.	In how many UPs did women beneficiaries receive regular payment?	-----UP
j.	In how many UPs didn't women beneficiaries receive regular payment? Describe reasons:-----	-----UP
k.	In how many UPs disciplinary measures were taken?	Reasons: 1) -----, -----UP 2) -----, -----UP 3) -----, -----UP
l.	In how many UPs quarterly progress review session was held? Where not held, specify the reason in remarks section.	-----UP
m.	Number of UP/SC participants attended quarterly review session:	Male:-----, Female:-----, Total:-----
n.	Scheme implemented under basic service delivery:	Number:-----, Type-----, -----, ----- Expenditure:-----, # of direct beneficiaries :-----
o.	Schemes implemented under public assets creation and rehabilitation:	Number:-----, Type-----, -----, ----- Expenditure:-----, Work days generated under scheme:----- days

Project related problems

Type of Problem	Number	Present situation of the Problem
Task related—		
Wages related—		
Harassment		
Others (specify)		

Strengthening Women's Ability for Productive New Opportunities (SWAPNO)
Local Government Division
Ministry of Local Government, Rural Development & Cooperatives

List support required for successful implementation of the project (if there is any)

a. _____, b. _____, c. _____
e. _____, f. _____, g. _____

Remarks of Upazila SWAPNO Cell:

Prepared by:

Approved by:

Signature : _____

Signature : _____

Name : _____

Date : _____

Designation : _____

Upazila Nirbahi Officer

Copy to: NPD-SWAPNO, DM-SWAPNO, DC/DDLG, Upazila SWAPNO File

Strengthening Women's Ability for Productive New Opportunities (SWAPNO)
Local Government Division
Ministry of Local Government, Rural Development & Cooperatives

Quarterly Account Statement Format for Bank

District :----- Upazila :----- Union :-----

Reporting Period: Account Name:-----, Number:-----

a) Public Assets, Account Name:-----, Account Number:-----

Description	Deposit	Expenditure	Balance
Opening Balance (Date:-----)	\\	\\	
Crew Wages			\\
Crew Wages Transfer to Escrow Account	\\		\\
Interest			\\
Bank Charge/Levy			\\
Others (Specify)			\\
			\\
			\\
Total deposit, expenditure and last balance (date-----)			

b) Basic Service Delivery Block Grants, Account Name:-----, Account Number:-----

Opening Balance (Date:-----)	\\	\\	
Block grant			\\
Interest			\\
Bank Charge/Levy			\\
Others (Specify)			\\
			\\
			\\
Total deposit, expenditure and last balance (date-----)			

c) Public Asset Block Grants, Account Name:-----, Account Number:-----

Opening Balance (Date:-----)	\\	\\	
Block grant			\\
Interest			\\
Bank Charge/Levy			\\
Others (Specify)			\\
			\\
			\\
Total deposit, expenditure and last balance (date-----)			

d) Grand Total (a+b+c):

Deposit	Expenditure	Balance

Copy to:

- i. UP Chairman
- ii. Upazila Nirbahi Officer
- iii. District Manager-SWAPNO

Signature:-----
(Bank Manager)

Date:-----

Bank seal:-----

Quarterly Financial Reporting Format for Upazila SWAPNO Committee

District:-----Upazila:-----Reporting Period:-----

[illegible]

Copy to: 1. NPD-SWAPNO, 2. DM-SWAPNO, 3. DC/DDLG

Name:-----
Signature:-----
Designation:-----
Upazila SWAPNO Cell

Strengthening Women's Ability for Productive New Opportunities (SWAPNO)
Local Government Division
Ministry of Local Government, Rural Development & Cooperatives

Quarterly Reporting Format for SIC

Ward :----- Union :----- Upazila :----- District :-----

1. Name of Scheme(s):-----,

2. Types of Scheme(s):----- (Basic Service Delivery/Public Assets)

3. Implementation Period:----- From-----To

4. Total allocation of scheme(s): Tk.----- Expenditure of scheme(s): Tk. -----

5. Completed activities under the scheme(s)	Description:
6. Benefit generated from the scheme(s)	Description:

7. Number of persons employed under the scheme(s): Women:-----, Men:-----, Total:-----

8. Total number of work days generated under the scheme(s):

9. Total number of community people benefited from the scheme(s):

10. Description of expenditure:

Description expenditure head	Budget	Expenditure	% Expenditure against budget
Total:			

Signature:-----

(Chairperson, Scheme Implementation Committee)

Date:-----

Distribution: 1. UP Chairman,
2. Upazila SWAPNO Cell

Specimen of Contract Agreement between Union Parishad and Scheme Implementation Committee

Contract Letter

MEMORANDUM OF CONTRACT made on -----, between the ----- Union Parishad and Scheme Implementation Committee of block grants for -----of ----- Union Parishad according to the terms and conditions cited below from the rules of business of Strengthening Women's Ability for Productive New Opportunities (SWAPNO).

1. Parties Involved:

-----Union Parishad of -----Upazila under ----- District of Bangladesh will be treated as first party.

-----First Party

and

Scheme Implementation Committee (SIC) of block grants for-----of Union Parishad of -----Upazila under ----- District of Bangladesh will be treated as second party.

-----Second Party

Hereinafter, the -----Union Parishad and -----Scheme Implementation Committee is called first party and second party respectively in the contract. Now, therefore, both first and second parties agree as follows:

2. Duration of Contract:

This Contract will come into effect on ----- and expire on ----- and second party has to complete the scheme within the expiry date of the contract.

3. Costs and Payments:

As full consideration of scheme cost under the terms and conditions of this Contract, the first party will pay a total of Tk.----- to the second party. Payments shall be made to the second party by the first party through cheques.

In case of block grants for basic service delivery, the first party will make payment to the second party for expenses as per approved budget as required.

In case of block grants for creation and rehabilitation of public assets, costs include wages for casual labour, materials cost, cost for technology, administrative cost, monitoring cost and other ancillary cost for the scheme. Minimum 75% of the cost shall be for payment of casual labour. Costs for administration, monitoring and other ancillary costs cannot exceed 10% of the budget.

4. Responsibilities:

The second party will have the direct responsibility for implementing the block grant scheme which will include following responsibilities:

- Plan and implement the approved schemes handed over to Scheme Implementation Committee by Union Parishad;
- Directly contract community based labour in conformity with local market rate (minimum Tk. 80 per day);
- Procure goods and services through direct procurement;
- Receive advance payments from the Union Parishad in order to execute the block grant scheme;
- Keep vouchers/payments receipts (along with muster rolls for labour) and submit them to the Union Parishad.

The terms and conditions described above have been articulated as per the Operational Manual of SWAPNO. Even though, if either of the parties think that there is confusion or ambiguity in the terms and condition spelt out in the contract which may hamper the activity of the Project, in that case confusion and ambiguity could be resolved through bilateral dialogue in a congenial environment.

Name : -----

Designation : -----

Signature : -----

Date : -----

----- Union Parishad

Name : -----

Designation : -----

Signature : -----

Date : -----

Scheme Implementation
Committee of ---- Union Parishad

Witness:

First Party:

3. Name :-----

Sign :-----

Address :-----

Second Party:

4. Name :-----

Sign :-----

Address :-----

NOTE

