

P.D -ABF-626
ISN 81736

**UPAZILA INITIATIVE PROJECT
FIVE YEAR WORKPLAN**

JANUARY 1,1991 TO DECEMBER 31,1995

FAMILY PLANNING MANAGEMENT DEVELOPMENT

**Project No.: 936-3055
Contract No.: DPE-3055-Q-00-0052-00**

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I. EXECUTIVE SUMMARY

The current five-year follow-on project will be carried out under the Family Planning Management Development Project (FPMD). The Phase-II project is designed to ensure that the UIP activities will continue over the next five years (1991-1995) via major buy-ins (the initial 24 months for 1.87 m) to FPMD. The UIP aims to increase the performance of the Bangladesh Family Planning Program through management decentralization. The Phase-II UIP activities, which begin under the new buy-in will strengthen local FP program management and start considering strategies for sustainability and innovative ways of accessing experience and transfer of technology from more advanced FP programs such as that in Indonesia or from successful UIP upazilas in Bangladesh.

To meet this goal, the Upazila Initiative Project (UIP) will expose Bangladeshi teams of elected representatives and community leaders from upazila level and family planning professionals to successful family planning program in Indonesia, and then help them to develop and implement action plans based on what they have observed.

During 1991, three groups - each composed of four upazila teams - will participate in Indonesia OST. In addition, one group of four upazila teams will participate in the Bangladesh IST. In 1992, two Indonesia OSTs and two Bangladesh ISTs will be organized. OST/IST program for 1993-1995 will be reviewed and determined during the later part of 1992 with USAID and BDG. However, it is expected that each year sixteen upazilas will participate in the Program. About 70% of these upazila teams will receive training at the International Training Program (ITP) of BKKBN, Indonesia. The remaining 30% of upazilas will undergo in-country study tour program to successful UIP upazilas in Bangladesh.

Over the five year life of the project, it is anticipated that approximately 115 upazilas and 412 union (Table 1) will receive a total of approximately \$2,050,000 in funding for the implementation of their action plans. Financial assistance in small grants will be provided to these upazilas for implementing and developing action plans that most likely will lead toward decentralized, sustainable, high quality FP services and reinforce local level management structure.

Of the thirty nine (39) upazilas who participate in the Phase-I UIP program (1987-1990), 35 upazilas will continue to receive financial assistance to implement their action plans in up to five unions.

Monitoring of the implementation of the upazila action plans will be conducted each quarter. Each project upazila will be visited once by DFP/FPMD monitoring teams. Upazilas with special problems may be visited more than once.

A series of workshops and other supporting activities will be conducted - an average of one per quarter - to exchange implementation experience and provide a variety of opportunities for sustaining interest in the program.

The UIP will be implemented through the USAID/Washington Family Planning Management Development Project (FPMD) with Management Sciences for Health (MSH). In order to effectively implement its responsibilities under Phase II of the UIP, MSH will continue to operate through its sub-contract, with Technical Assistance Inc. (TAI). TAI will play a major role in collaborating with the DFP, MOH&FW, and USAID/Dhaka on every element of the project implementation.

On an average there will be two technical assistance (TA) visits per year from MSH/Boston during 1991-1992. During the latter part of 1992 this will be reviewed with USAID, and future plans will be developed accordingly.

The UIP will provide quarterly progress and financial reports to USAID and a more comprehensive annual report will also be submitted.

The project will have an external mid-term evaluation during 1993.

II. BACKGROUND

Since 1987, the Family Planning Management Training Project (FPMT) and its successor, FPMD, have been conducting the Upazila Initiative Project in Bangladesh, with a view to improve the management capability of family planning programs at the local level, supporting the government's policy of decentralizing responsibility for family planning program activities in Bangladesh.

The Phase II of the UIP (1991-1995) will be carried out under FPMD. It has been designed to ensure that project activities will continue after the initial phases I (1987-1990).

This project will improve the ability of key leaders at the upazila level to manage family planning project and mobilize the community participation. The UIP will ensure BDG's effort to offer a high quality and sustainable decentralized family planning program at the local level.

To meet this goal, the UIP will expose Bangladeshi teams of elected representatives and community leaders from upazila level and family planning professionals to successful family planning program in Indonesia, and then help them to develop and implement innovative plans based on what they have observed.

To increase family planning program management effectiveness at the Upazila level, the project has developed a team approach in local-level management. In each Upazila, the MOH&FW and the Directorate of Family Planning select a team consisting of:

- The Upazila Parishad Chairman;
- The Upazila Family Planning Officer (UFPO);
- Upazila-level BDG family planning official;
- A community leader from the same upazila (e.g., a Union Parishad Chairman from the first project union, a religious leader, a representative from a local NGO or women's organization, a union level BDG/FP worker, etc.)

This group of people will learn to function as a local family planning management team by going on an Observation-Study Tour (OST) to Indonesia to visit successful UIP upazilas in Bangladesh and observing how local management teams work there.

III. INTRODUCTION TO THE WORKPLAN

This workplan presents an overview of the key elements for the five-year period of UIP as well as detailed activities for years 1 and 2. As FPMD has been allocated budgets for first two years. This is a five-year workplan for the Phase-II of UIP activities. This workplan consists of the following:

- A detailed description of a typical three-month period experienced during Phase-I;
- A detailed implementation plan with expected outputs for each project objective;
- A description of other expected activities to which this basic time frame does not apply;
- A detailed five-year workplan chart for all activities (Annex C);
- A separate monitoring workplan and a generic UIP workplan for 1991-1995 (Annex A);
- A table showing level of action plan funding for 1991-1992 (Annex B).

A. A Typical Quarter

In the UIP there is a considerable amount of repetition of structurally-similar activities. The logical time frame on which to base a workplan is a three-month period because two of the three major project activities, OSTs/ISTs and field monitoring, occur on a quarterly basis.

In a typical quarter, the following will occur:

- One OST
- One or two support activities
- Field visits to monitor Action Plan implementation
- Preparation of quarterly report

B. Observation-Study Tour

One OST/IST conducted each quarter

C. Support Activities

One or two support activities are conducted in each quarter. These activities vary as exemplified by the following list of support activities, conducted during the Phase-I UIP project.

- Local level Planning Ideas from the Indonesia Experience for Central and District participants
- Project Review Workshop for Groups 2-3
- Project Review Workshop for Groups 4-6
- Preparation of a video on the implementation of the first OST

- Revision of project monitoring forms and procedures
- Accounting manual for upazilas

D. Linkages with Income Generating Activities

During 1990, three upazila teams (Akhaura, Bhuluka, and Fultala), under the Homestead Vegetable Gardening Project, were able to implement income-generating activities for their volunteers. This activity is supported by a USAID project, under the auspices of the Bangladesh Agriculture Research Council (BARC) and the Directorate of Agricultural Extension (DAE). It provided training, seeds, fertilizer, and other supplies and equipment to enable UIP volunteers in those three upazilas to establish kitchen gardens on their own land. This activity has been evaluated in all three upazilas by BARC and DAE. As a result of the positive outcome of this evaluation, both BARC and DAE have decided to expand this activity in 27 more UIP upazilas in 1991.

E. Special Activities

Special activities similar to the types conducted under Phase I UIP will be conducted quarterly:

- Visit by BDG high level personnel to Indonesia to observe the implementation of the OSTs (two groups)
- Visit by BKKBN personnel to Bangladesh to learn about the Bangladesh FP program and the implementation of the Action Plans

F. Mini-Studies (In-House)

Assessment of different components of the UIP.

G. Newsletters

Publication of three newsletters on project activities.

Given the above pattern of activities a five-year general workplan is presented in Table 1 on the following page.

IV. GOAL

The overall goal of this project is to support the BDG's effort to provide high quality, sustainable family planning services.

V. OBJECTIVES

1. To provide training and technical assistance to teams of elected officials, family planning professionals and community leaders (approximately 480 people) for 120 upazilas and 430 unions over a five-year period in order to extend and improve local family planning services.
2. To assist each team to implement innovative and sustainable family planning programs based on structured OSTs to similar programs in Indonesia and within Bangladesh.
3. To provide approximately \$ 2,000,000 in small grants to assist upazilas and unions to implement their Action Plans and develop other sources of support (either from Bangladeshi NGOs, the BDG, or their own source of funding) so that these programs can be sustained after project support ends.

A. Objective #1

To train elected officials, family planning professionals and community leaders (approximately 480 people) from 120 upazilas and 430 unions over a five year period to function as local FP management teams.

Strategy

Demonstrate functions of local family planning management teams by sending representatives, family planning professionals and community leaders on OST/ISTs to observe how such teams work.

Output

■ Observation-Study Tours

The plan for Indonesia OSTs and Bangladesh ISTs is shown in Table 2 below with the number of participants.

Table 2. OST - IST Program Plan 1991-1995

YEAR	No of Indonesia OSTs	No of Participants	No of In-Country OST	No of Participants	No of Upazilas
1991	3	72	1	20	16
1992	2	48	2	40	16
1993	2	48	2	40	16
1994	2	48	2	40	16
1995	2	48	2	40	16
Total	11	264	9	180	80

Phase II UIP will expose upazila level teams of community leaders and FP professionals to the successful local family planning program management in Indonesia and in Bangladesh to learn how local community leaders can become actively involved in the planning, monitoring, and evaluation of a family planning program. OSTs would be reduced from 21 to 14 days.

During the current five year funding period of the UIP (1991-1995), it is anticipated that teams in approximately 115 upazilas (405 unions) will be trained. About 70% of these upazila teams will receive training at the International Training Program (ITP) of BKKBN, Indonesia. As part of the effort to ensure sustainability of the UIP, Phase II will expand and develop the In-country Study Tour (IST) approach initiated under Phase I.

About 30% of the upazilas will undergo training via ISTs to successful UIP upazilas in Bangladesh. From 1992, OSTs to Indonesia will be reduced from three to two and Bangladesh ISTs will be increased from one to two upazila FP management teams.

■ **Upazila FP Management Teams**

80 new upazila teams composed of elected Upazila Parishad Chairman, Upazila Family Planning Officers, and two community leaders will be formed. With the addition of the 35 upazila teams established under Phase I UIP, there will be a total of 115 Upazila FP Management teams by 1995.

■ **Local Management Committees**

The UIP takes the concept of decentralization mandated by the BDG and operationalizes it for the provision of FP services by establishing community participation at the union and ward local level management committees to supplement the management roles of the

government family planning personnel. Under Phase I 46 union and 255 village level FP management committees were established or reactivated to oversee program implementation. Under the Phase II UIP Family Planning committees will be operationalized in 405 union and 2,025 village. Based on the average 5 FWAs per union village level committees will be established.

■ **Special OSTs**

An alternate year, there will a Hi-level tour to Indonesia for 6-8 BDG officials. In addition to the above, special OSTs for FWAs, FPAs, and newly elected Upazila Parishad Chairmen will be conducted. There will be one such visit every other year. Details of these visits will be developed in collaboration with USAID and BKKBN.

■ **BKKBN Visit**

Once a year, a team (1-2) BKKBN staff persons(s) involved in the implementation of the OSTs will visit Bangladesh for 1-2 weeks to assess the implementation of the Action Plans in order to ensure that OSTs address relevant issues of the FP program in Bangladesh.

B. Objective #2

To assist each Upazila FP management team to develop and implement innovative and sustainable local family planning programs at the union level.

Strategy

At the conclusion of the OST, the upazila teams will develop Action Plans to increase FP program performance. The Action Plans will translate what the teams have learned about effective local program management during the study tour into a program suitable for their particular upazila. In subsequent years, the Action Plan process will be extended to up to 5 additional unions in participating upazilas. Action Plans will be renewed in each of the unions for up to a maximum of 5 years.

The current Action Plan development process in which Action Plans are developed during the OST-Indonesia will be replaced by an Action Plan Development Workshop to be organized in Dhaka starting from Group 12, in accordance with BDG, USAID, and MSH's policy guidelines. Two constraints to Action Plan Workshops need to be overcome. First, it is very difficult to keep the OST participants for 3-4 days immediately upon their return from Indonesia, as they would like to go back to their upazila. Second, central level participants may not be able to attend these workshops full-time if they are organized locally. The feasibility of local Action Plan Workshops will be evaluated by FPMD, USAID, and the FP Directorate to decide whether or not to continue this approach.

Output

The output for this objective are presented in Table 3.

Please note the following:

- Of the 43 original upazilas, 4 are now funded by Pathfinder, 1 by FPSTC and 3 of them were discontinued because of poor performance.
- In year 1992, the project adds two unions per upazila, however, since 7 upazilas already in second union they will only add one union in 1992, this gives a total of 63 new union for the base group in 1992.
- In 1993, only 1 more new union from the original base to give a total of a maximum of 5 unions per upazila.
- The number of upazilas and unions is less than that of the PIL because of drop-outs and transfers to NGOs. The number will constantly decrease as additional upazilas are shifted over to NGO management.

Table 3. Number of unions to develop Action Plans per OST Group from 1991-1995.

		BASE (1)	1991	1992	1993	1994	1995
BASE	UPAZILA	35	35	35	35	35	35
	UNION YR 1	35	35	63 (2)	35 (3)		
	UNION YR 2	7	35	35	63	35	
	UNION YR 3		7	35	35	63	35
	UNION YR 4			7	35	35	63
	UNION YR 5				7	35	35
1991	UPAZILA		16	16	16	16	16
	UNION YR 1		16	16	32	16	
	UNION YR 2			16	16	32	16
	UNION YR 3				16	16	32
	UNION YR 4					16	16
	UNION YR 5					16	16
1992	UPAZILA			16	16	16	16
	UNION YR 1			16	16	32	16
	UNION YR 2				16	16	32
	UNION YR 3					16	16
	UNION YR 4					16	16
	UNION YR 5					16	16
1993	UPAZILA				16	16	16
	UNION YR 1				16	16	32
	UNION YR 2					16	16
	UNION YR 3						16
	UNION YR 4						
	UNION YR 5						
1994	UPAZILA					16	16
	UNION YR 1					16	16
	UNION YR 2						16
	UNION YR 3						
	UNION YR 4						
	UNION YR 5						
1995	UPAZILA						16
	UNION YR 1						16
TOTAL	UPAZILA	35	51	67	83	99	115 (4)
	UNION	42	93	188	287	360	405

C. Objective #3

To provide approximately \$2,050,000 in small grants to assist upazilas to implement their Action Plans and develop other sources of support (either from Bangladeshi NGOs, the BDG, or their own sources of funding) so that these programs can be sustained after the support ends.

Strategy

To assist 115 upazilas with small grants for implementing Action Plans in up to 5 unions per upazila over a five year period while progressively phasing down the level of assistance for each successive grant.

Outputs

- **Distribution of grants.** The grant distribution plan for support of the Action Plans for upazilas covered under the Phase II during 1991-1992 is shown in Table 4.

LEVEL OF ACTION PLAN FUNDING

GR #	UPAZILA	DISTRICT	DIV	PROJECT START DATE	UNION	1 9 9 1				1 9 9 2				
						1st Qrt	2nd Qrt	3rd Qrt	4th Qrt	UNION	1st Qrt	2nd Qrt	3rd Qrt	4th Qrt
1	Fatikchhari	Chittagong	C	Pathfinder										
1	Bhandaria	Pirojpur	K	Pathfinder										
1	Bhola Sadar	Bhola	K	Pathfinder										
1	Charghat	Rajshahi	R	Pathfinder										
2	Goalundha *	Rajbari	D	88/11/01	1	Due for termination				0				
2	Raojan	Chittagong	C	88/11/15	2	1,285	1,145	UZ CONT	1,145	3	1,570	1,570	UZ CONT	
2	Kachua	Khulna	K	88/11/01	2	1,285	1,285	UZ CONT	1,145	3	1,570	1,570	UZ CONT	
2	Patgram	Lalmonirhat	R	88/11/01	2	1,285	1,285	UZ CONT	1,145	3	1,570	1,570	UZ CONT	
3	Nakia *	Sherpur	D	88/10/01	1	Due for termination				0				
3	Adhaura	B'Baria	C	FPSTC						1	0	0	0	
3	Kathalia	Jhalokati	K	88/10/01	3	UZ CONT	1,145	1,572	1,572	4	UZ CONT	1,430	1,860	
3	Baraigram	Natore	R	88/07/01	2	1,285	1,285	UZ CONT	1,143	3	1,570	1,570	UZ CONT	
4	Bhaluka	Mymensingh	D	89/04/01	2	UZ CONT	1,285	1,285	UZ CONT	3	1,145	1,570	1,570	UZ CONT
4	Chouddogram	Comilla	C	89/02/01	3	UZ CONT	1,285	1,145	1,570	4	1,570	UPZC	1,430	
4	Fultala	Khulna	K	89/02/01	3	1,145	1,570	1,570	UZ CONT	4	1,430	1,860	1,860	UZ CONT
4	Fulbari	Dinajpur	R	89/02/01	3	UZ CONT	1,285	1,145	1,570	4	1,570	UZ CONT	1,430	
5	Shalla	Shunamganj	C	89/07/01	2	UZ CONT	1,285	1,285	UZ CONT	3	1,145	1,570	1,570	UZ CONT
5	Moulavibazar	Moulavibazar	C	89/07/01	3	1,285	1,285	1,145	1,570	4	1,570	UZ CONT	1,430	
5	Parbatipur	Dinajpur	R	89/07/01	3	1,265	1,285	1,145	1,570	4	1,570	UZ CONT	1,430	
6	Lauhajang *	Munshinganj	D	89/08/01	1	Due for termination								
6	Brahmanpara	Comilla	C	89/07/01	2	1,078	1,285	UZ CONT	1,145	3	1,570	1,570	UZ CONT	
6	Paikgacha	khulna	K	89/07/01	2	408	1,285	UZ CONT	1,145	3	1,570	1,570	UZ CONT	
6	Fulbari	khulna	K	89/08/01	2	1,285	1,285	UZ CONT	1,145	3	1,570	1,570	UZ CONT	
7	Kalkini	Madaripur	D	89/12/01	2	UZ CONT	570	1,285	1,285	3	UZ CONT	1,145	1,570	
7	Debiddar	Comilla	C	89/12/01	2	UZ CONT	1,285	1,285	UZ CONT	3	1,145	1,570	1,570	UZ CONT
7	Khoksha	Kustia	K	89/12/01	1	UZ CONT	715	570	1,285	2	1,285	UZ CONT	1,145	
7	Chilmari	Kurigram	R	89/12/01	2	UZ CONT	570	1,285	1,285	3	UZ CONT	1,145	1,570	
8	Madan	Netrokona	D	90/05/01	2	570	1,285	1,285	UZ CONT	3	1,145	1,570	1,570	UZ CONT
8	Companiganj	Sylhet	C	90/05/01	1	UZ CONT	715	UZ CONT	570	2	1,285	1,285	UZ CONT	
8	Alamdanga	Chuadanga	K	90/05/01	2	UZ CONT	570	1,285	1,285	3	UZ CONT	1,145	1,570	
8	Gongachara	Rangpur	R	90/05/02	2	UZ CONT	715	570	1,285	3	1,285	UZ CONT	1,145	
9	Madhukhali	Faridpur	D	90/09/01	2	715	UZ CONT	570	1,285	3	1,285	UZ CONT	1,145	
9	Sarail	B'Baria	C	90/09/01	2	UZ CONT	715	570	1,285	3	1,285	UZ CONT	1,145	
9	Chowgacha	Jessore	K	90/09/01	2	UZ CONT	UZ CONT	570	1,285	3	1,285	UZ CONT	1,145	
9	Bogra Sadar	Bogra	R	90/09/01	2	715	UZ CONT	570	1,285	3	1,285	UZ CONT	1,145	

TABLE 4

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Bangladesh

SP-1	Kendua	Netrokona	D	90/01/30	2	570	1,285	1,285	UZ CONT	3	1,145	1,570	1,570	UZ CONT	
SP-1	Balaganj	Sylhet	C	90/04/01	2	UZ CONT	UZ CONT	570	1,285	3	1,285	UZ CONT	1,145		
SP-1	Chatkhil	Noakhali	C	90/02/01	2	UZ CONT	570	1,285	1,285	3	UZ CONT	1,145	1,570		
SP-1	Hakimpur	Dinajpur	R	90/02/01	2	715	570	1,285	1,285	3	UZ CONT	1,145	1,570		
10	Tongibari	Munshinganj	D	90/12/01	1		715	UZ CONT	570	2	1,285	1,285	UZ CONT		
10	Shahrasti	Chadpur	C	91/01/01	1		715	UZ CONT	570	2	1,285	1,285	UZ CONT		
10	Dumuria	Khulna	K	91/01/01	1		715	UZ CONT	570	2	1,285	1,285	UZ CONT		
10	Khetlal	Joypurhat	R	91/02/01	1		715	UZ CONT	570	2	1,285	1,285	UZ CONT		
11			D		1		715	715	UZ CONT	2	570	1,285	1,285	UZ CONT	
11			C		1		715	715	UZ CONT	2	570	1,285	1,285	UZ CONT	
11			K		1		715	715	UZ CONT	2	570	1,285	1,285	UZ CONT	
11			R		1		715	715	UZ CONT	2	570	1,285	1,285	UZ CONT	
12			D		1			715	715	2	UZ CONT	570	1,285	UZ CONT	
12			C		1			715	715	2	UZ CONT	570	1,285	UZ CONT	
12			K		1			715	715	2	UZ CONT	570	1,285	UZ CONT	
12			R		1			715	715	2	UZ CONT	570	1,285	UZ CONT	
13			D		1				715	2	715	UZ CONT	570		
13			C		1				715	2	715	UZ CONT	570		
13			K		1				715	2	715	UZ CONT	570		
13			R		1				715	2	715	UZ CONT	570		
SP-2			D		1				715	2	715	UZ CONT	570		
SP-2			C		1				715	2	715	UZ CONT	570		
SP-2			K		1				715	2	715	UZ CONT	570		
SP-2			R		1				715	2	715	UZ CONT	570		
14			D							1	715	715	UZ CONT		
14			C							1	715	715	UZ CONT		
14			K							1	715	715	UZ CONT		
14			R							1	715	715	UZ CONT		
15			D							1		715	715	UZ CONT	
15			C							1		715	715	UZ CONT	
15			K							1		715	715	UZ CONT	
15			R							1		715	715	UZ CONT	
16			D							1			715		
16			C							1			715		
16			K							1			715		
16			R							1			715	715	
SP-3			D							1				715	
SP-3			C							1				715	
SP-3			K							1				715	
SP-3			R							1					
						14,891	34,565	30,282	42,715			50,705	47,420	53,715	2,860
						TOTAL (1991) US\$			122,453			TOTAL (1992) US\$		154,700	

In the first year of each group of 4 upazilas, grants will be provided to one union per upazila.

In the second year, the unions will renew the Action Plans for a second year while the upazila expand its program to a second union. Grants will be provided for two union. This process will continue so that by the end of the 5th year, from 3 - 5 unions in each of the participating upazilas will have received a small grant to implement its Action Plan.

Only successfully implemented Action Plans will receive funding after the first year. The Phase I, 35 upazilas will continue to receive project support as they implement their Action Plans in up to five unions.

On approval of the Action Plans by the DFP and approval of the upazila progress and financial report by FPMD, the FPMD will disburse funds to each upazila according to the following funding schedule:

Year 1	Tk.70,000 (\$2007)
Year 2	Tk.60,000 (\$1714)
Year 3, 4, and 5	Tk.30,000 (\$857)

Upazilas participating for 5 years will receive approximately \$22,000 in small grants. Upazila entering in year 5 receive approximately \$2000 in grants. The upazilas are expected to initiate Action Plans in the remaining unions using the upazilas or unions own resources, or seek alternative sources from NGOs or the BDG. FPMD will assist in identifying these sources.

■ **Monitoring**

The detailed monitoring workplan for 1991-1992 is shown in Table 5. The proposed outputs for monitoring can only be specified for two years for which period funds have been allocated.

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GROUP	UPAZILA	UNION	DISTRICT	DIV	PROJECT (START DATE)	1 9 9 1												UPAZILA	UNION	1 9 9 2												
						JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
9	Madhukhal		Feridpur	D	90/08/01			RM			AP			IW			RM	Madhukhal				RM			AP			IW			RM	
9	Saral		B'Baria	C	90/08/01		RM		RM			AP					RM	Saral				RM			AP			IW			RM	
9	Chowgacha		Jessore	K	90/08/01			RM			AP			IW			RM	Chowgacha				RM			AP			IW			RM	
9	Bogra Sader		Bogra	R	90/08/01						RM			AP			IW	Bogra Sader				RM			AP			IW			RM	
SP-1	Kandua		Netrokona	D	90/01/30			AP		IW			RM				RM	Kandua				AP			IW			RM			RM	
SP-1	Balaganj		Sylhet	C	90/04/01				RM			RM				AP		IW	Balaganj				RM			AP			IW			RM
SP-1	Chatkhil		Noakhail	C	90/02/01		RM			RM			AP				IW	Chatkhil				RM			AP			IW			RM	
SP-1	Hakimpur		Dinapur	R	90/02/01			AP		IW			RM				RM	Hakimpur				IW			RM			AP			RM	
10	Tongbari		Munshiganj	D	90/12/01		IW				RM					AP			Tongbari				IW			RM			AP			RM
10	Shahwali		Chadpur	C	91/01/01		IW			RM			RM				AP		Shahwali				IW			RM			AP			RM
10	Dumuria		Khulna	K	91/01/01		IW			RM			RM			AP			Dumuria				IW			RM			AP			RM
10	Khetal		Joypurhat	R	91/02/01		IW			RM			RM			AP			Khetal				IW			RM			AP			RM
11				D						PV			IW				RM					AP			IW			RM			RM	
11				C						PV			IW				RM					AP			IW			RM			RM	
11				K						PV			IW				RM					AP			IW			RM			RM	
11				R						PV			IW				RM					AP			IW			RM			RM	
12				D								PV			IW			RM				AP			IW			RM			RM	
12				C								PV			IW			RM				AP			IW			RM			RM	
12				K								PV			IW			RM				AP			IW			RM			RM	
12				R								PV			IW			RM				AP			IW			RM			RM	
13				D													PV					AP			IW			RM			RM	
13				C													PV					AP			IW			RM			RM	
13				K													PV					AP			IW			RM			RM	
13				R													PV					AP			IW			RM			RM	
SP-2				D													PV					AP			IW			RM			RM	
SP-2				C													PV					AP			IW			RM			RM	
SP-2				K													PV					AP			IW			RM			RM	
SP-2				R													PV					AP			IW			RM			RM	
14				D																		AP			IW			RM			RM	
14				C																		AP			IW			RM			RM	
14				K																		AP			IW			RM			RM	
14				R																		AP			IW			RM			RM	
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15				K																		AP			IW			RM			RM	
15				R																		AP			IW			RM			RM	
16				D																		AP			IW			RM			RM	
16				C																		AP			IW			RM			RM	
16				K																		AP			IW			RM			RM	
16				R																		AP			IW			RM			RM	
SP-3				D																		AP			IW			RM			RM	
SP-3				C																		AP			IW			RM			RM	
SP-3				K																		AP			IW			RM			RM	
SP-3				R																		AP			IW			RM			RM	

Each UIP upazila will be visited once every three months by DFP/FPMD monitoring teams. Upazilas with special problems may be visited more than once.

During each monitoring visit, the team will assess project progress and problems with the OST participants, other upazila and union leaders, volunteers, committee members, and villagers. The monitoring team will collect available ELCO data, check financial records, complete the appropriate forms, and provide TA as needed. After return to Dhaka, the team members will record all information they have obtained and provide feedback to the upazila.

■ **Support Activities**

The following support activities, with tentative dates, are proposed for 1991. As these activities needs to be developed in collaboration with USAID and MSH, we could plan for only one year:

- Publish four issues of the newsletter (June, August, October, December, in Bangla)
- Develop and disseminate standard volunteer recording and reporting materials and procedures (October)
- Develop and disseminate volunteer and committee member training materials (September)
- Hold project review workshop for FWAs from high performance project (October)
- Assess the projects initiated by District Commissioners who participated in the Indonesian OSTs (July-December)
- Hold project review workshop for groups 7, 8 & SP-1 (September)
- Orient/train upazila teams on financial record-keeping and fund management (September)

VI. UIP MANAGEMENT

In order to effectively implement its responsibilities under the Phase II of the UIP, FPMD will continue to operate through its sub-contract, with Technical Assistance Inc. (TAI). The responsibilities have been delineated in the following manner:

TAI

- Plan and conduct briefings and debriefings of OST/IST participants.
- Handle administrative aspects of the OST/ISTs.
- Maintain communications with DFP, MOH&FP, BKKBN, USAID, and MSH.
- Fund the Action Plans and ensure appropriate technical and financial monitoring and reporting procedures.
- Follow-up and monitor the implementation of the Action Plans.
- Provide a senior, experienced professional as Project Director, a Senior Program Specialist, four Program Officers, two Assistant Program Officers, one Finance Manager, an Internal Auditor and other support staff to ensure above functions are efficiently and effectively carried out.

MSH

- Sub-contract with BKKBN to conduct OSTs.
- Provide technical support to TAI. On an average there will be two technical support visits per year from FPMD/Boston. In 1991 FPMD will address one or more of the following UIP issues:
 - Upazila data verification study and review of monitoring system.
 - Establishment of financial control and upazila auditing system.
 - Internal evaluation
 - Quality of services and sustainability

VII. REPORTS

OST Reports

Reports will be prepared by BKKBN for each Indonesia OST and by FPMD/Dhaka for each Bangladesh IST.

Quarterly Report

FPMD/Dhaka will prepare a report on the results of the monitoring visits and on the UIP's progress and problems.

Annual Report

FPMD will prepare a comprehensive annual report for submission to USAID within 90 days of the end of each calendar year, summarizing the project's achievements during the previous twelve months and describing the plan for the next year.

VIII. ANNUAL WORKPLAN

In November of each year, an internal workshop will be conducted to prepare a draft one-year workplan for submission to USAID.

IX. EVALUATION

In addition to the normal monitoring of the project activities conducted quarterly by the Project Director and by FPMD/Boston personnel, an internal evaluation will be conducted by FPMD/Boston during mid-1992. The project will also have an external evaluation during mid-1993. A final evaluation may be scheduled in early 1995.

X. INTERNAL AUDIT

Each year, at least one internal audit will be conducted in each UIP upazila. During 1991 all 35 upazilas funded during Phase I will have internal audit.

XI. EXTERNAL AUDIT

At the end of each year FPMD will have an external financial audit by an independent audit firm.