



LOCAL GOVERNMENT ENGINEERING DEPARTMENT
Local Government Division
Ministry of Local Government, Rural Development & Cooperatives



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Government of the People's Republic of Bangladesh

**Ministry of Local Government Rural Development and Cooperatives
Local Government Engineering Department**

**TERMS OF REFERENCE
OF THE
UPDATING MARKET LEASING AND MANAGEMENT POLICY
FOR**

**Western Economic Corridor & Regional Enhancement Program (WeCARE) Phase-I: Rural Connectivity,
Market and Logistic Infrastructure Improvement Project (RCMLIIP)**

January 2021



List of Abbreviations:

7FYP	: Seventh Five Year Plan
ADB	: Asian Development Bank
ASEAN	: Association of South East Asia Nation
BEPZA	: Bangladesh Export Processing Zone Authority
BEZA	: Bangladesh Economic Zone Authority
BIWTA	: Bangladesh Inland Water Transport Authority
IDA	: International Development Association
IFAD	: International Fund for Agricultural Development
IFC	: International Finance Corporation
INDC	: Intended Nationally Determined Contribution
GOB	: Government of Bangladesh
IWRM	: Integrated Water Resource Management
JICA	: Japan International Cooperation Agency
KfW	: Kreditanstalt für Wiederaufbau; German Credit Institute for Reconstruction
LGED	: Local Government Engineering Department
MCA	: Multi Criteria Analysis
MURP	: Master for Urban and Rural Planning
OMMAS	: Online Monitoring Management and Accounting System
PPA	: Public Procurement Act
PPR	: Public Procurement Rule
PMC	: Project Management Consultant
PMGSY	: Prime Ministers Gram Sadak Yojona of India
PAD	: Project Appraisal Document
RAP	: Resettlement Action Plan
RPF	: Resettlement Planning Framework
RHD	: Roads and Highways Department
SAARC	: South Asian Association for Regional Cooperation
SASEC	: South Asia Sub-regional Economic Cooperation
SME	: Small and Medium Enterprise
SDG	: Sustainable Development Goal
UNFCCC	: United Nation Framework Convention on Climate Change
WB	: World Bank
WeCARE	: Western Economic Corridor and Regional Enhancement



TERMS OF REFERENCE OF THE UPDATING MARKET LEASING AND MANAGEMENT POLICY CONSULTANT FOR WESTERN ECONOMIC CORRIDOR AND REGIONAL CONNECTIVITY ENHANCEMENT (WeCARE) PROGRAM

1. INTRODUCTION AND BACKGROUND

INTRODUCTION

- 1.1 The Local Government Engineering Department (LGED) seeks to engage a qualified and experienced firm to review and update market leasing and management policy for markets/growth centers which will be developed within the Western Economic Corridor and Regional Connectivity Enhancement (WeCARE) Program.

BACKGROUND

- 1.2 WeCARE program is aimed at providing efficient, safe, and resilient connectivity along a section of a regional transport corridor in Western Bangladesh. To that end, intended outcomes of the program are: Reduced transport and logistics costs (including post-harvest losses) along a regional transport corridor in Western Bangladesh, Safer and resilient road network in Bangladesh, and Faster and reliable internet connectivity in Western Bangladesh, and reduce post-harvest losses.
- 1.3 The WeCARE program will support the Bangladesh Roads and Highways Department (RHD) to upgrade 260 km of national highway from a two-lane single carriageway to four lanes which will reduce the time and cost of travel for passengers and freight. The local impacts of the corridor would be transmitted through investments in LGED managed rural roads, local markets, and agro-logistics in the ten districts through which the corridor passes. The World Bank and Asian Infrastructure Investment Bank (AIIB) are joint-financing for the Program.
- 1.4 WeCARE is a ten year long Multiphase Programmatic Approach (MPA) initiative. The program will consist of the following five phases:

Phase 1: Upgrading the Jashore- Jhenaidah road section as a smart, resilient and safe highway; and local economic infrastructure

Scope: This phase will upgrade the Jashore-Jhenaidah national highway (about 48km) from a two-lane single carriageway to a climate-resilient four lane dual carriageway. It will include separate service lanes for slow moving vehicles and vulnerable users on both sides of the carriageway and installation of OFC, Safe Corridor Demonstration Program (SCDP) and deployment of ITS. It will also finance upgrading of priority Upazila, Union, and village roads and complementary logistics infrastructure at rural markets (commonly referred to as growth centers) in the four (4) Program Districts of Jashore, Jhenaidah, Magura, and Chuadanga. In response to the COVID-19 crisis, this phase will foster employment opportunities through labor intensive civil works and development of a “Pandemic Response Plan” for the leading road agencies in Bangladesh. The phase I will also include required trainings/capacity building activities; Strategic Environmental and Social Assessment (SESA); Establishing a Road Transport Sector Integration and Coordination Platform (RTSICP) and operationalizing the Road Maintenance Fund Board Act; and preparatory studies/activities for subsequent MPA phases.



Phase 2: Road Maintenance Financing; and Strengthening Road Sector Management & Institutional Capacity

Scope: This phase will primarily focus on improving the management and maintenance regime of the primary road network, including the provision of seed funds to reduce the financing gap in the Government of Bangladesh's maintenance budget and operationalization of the road maintenance fund. Considering the significant infrastructure gaps in the sector, this phase will seek to advance the corporatization agenda, autonomy of agencies and transfer of requisite assets to help them raise commercial financing on their balance sheets, which would represent a significant departure from the current practice of accessing financing through government funds and MDB support. This will help the government to allocate sector financing more efficiently from annual budgeting and increase the role of corporatized SOEs to focus on sub-sector services.

This Phase will include the development of a Transport Sector Master Plan to enhance multi-modal transport integration and reduce institutional fragmentation in planning, implementation and operations; a comprehensive "Business Delivery Process Review"; and introduction and mainstreaming of good industry practices in areas of private sector financing and investment, contracting, road safety, value engineering, asset management, environment and social safeguards, climate resilience in design, construction and highway operations. The phase will also build on the reform efforts under the Bank's ongoing LGED portfolio, including reforming the maintenance regime of rural economic infrastructure. Training and capacity building activities of the RHD and LGED as well as the industry (e.g. consultants, contractors) will also be financed under this Phase.

Phase 3: Upgrading of Bhomra – Satkhira-Navaron road section as a smart, resilient and safe highway; and local economic infrastructure

Scope: This phase will upgrade the Bhomra – Satkhira - Navaron national highway (62km) from a two-lane single carriageway to a climate-resilient four lane dual carriageway. It will include separate service lanes for slow moving vehicles and vulnerable users on both sides of the carriageway, installation of OFC, and deployment of ITS. It will also finance priority Upazila, Union, and village roads and complementary logistics infrastructure in the three (3) Program Districts of Jashore, Satkhira and Meherpur. This Phase would comprehensively focus on Maximizing Finance for Development (MFD) approach and help Government attract alternative source of financing including use of an IDA guarantee, subject to a request from the Government of Bangladesh.

Phase 4: Upgrading of Local Economic Infrastructure

Scope: This phase will upgrade priority Upazila, Union, and village roads and complementary logistics infrastructure in the four (4) Program Districts of Natore, Shirajganj, Pabna, and Kushtia.

WeCARE Phase 1 has the following components:

Component 1: Upgrading the National Highway Corridor and Enhancing Digital Connectivity (Total Cost: US\$495.1 million; IDA: US\$314.2 million)

This component will be implemented by RHD and support the following:

- (a) Upgrading the Section¹ from a two-lane single carriageway to a climate-resilient four-lane dual carriage way with a service lane on each side;
- (b) Supporting the design of a climate-resilient optical fiber cable (OFC) system and intelligent transport system (ITS) for the Program Corridor; and (ii) supporting the installation, and operations and maintenance of the climate-resilient OFC system and the ITS;
- (c) Supporting the design of a pilot safe corridor demonstration program (SCDP) for the Section; and (ii) supporting the implementation of the SCDP along the Section, including: (A) implementing road safety countermeasures; (B) providing support for enhancing enforcement of traffic rules, including, *inter alia*: (I) the acquisition of patrol vehicles and motorcycles, breathalyzers and speed control radar guns; and (II) speed enforcement through CCTV cameras linked to control centers, all for the exclusive use of traffic control; (C) providing support for post-crash

¹"Section" means about 48 kilometers of the national highway N7 connecting the towns/cities of Jashore and Jhenaidah.



response and rescue, including the acquisition of ambulances, tow trucks (wreckers), cranes and metal-cutting equipment; and (D) carrying out public awareness campaigns; and

- (d) Supporting studies, assessments, surveys, and data collection in relation to, *inter alia*, the feasibility, design, supervision, and technical aspects of the activities listed in (a) to (c) above, with respect to the Program Corridor or Section, as applicable.

Component 2: Upgrading Secondary and Tertiary Roads; and Complementary Logistics Infrastructure and Services (Total Cost: US\$247 million; IDA: US\$171 million)

This component will be implemented by LGED and support the following:

- (a) Supporting, in the Project Districts²: (i) the development and upgrading of complementary logistics infrastructure, including, *inter alia*: (A) selected markets and logistics infrastructure for selected agriculture value chains, livestock and fishing; and (B) amenities associated with such selected markets and logistics infrastructure; and (ii) the provision of relevant services; and
- (b) Upgrading around 600 kilometers of selected priority village roads, Upazila roads and Union roads, serving selected markets in the Project Districts, to all weather climate-resilient roads.

Component 3: Project Implementation Support and Sustainability (Total Cost: US\$6.7 million; IDA: US\$5.6 million)

This component will be implemented by both RHD and LGED and will support the following:

- (a) Providing training and supporting capacity building activities of RHD and LGED, and industry stakeholders on selected priority areas and Project management, including procurement, financial management, and environmental and social aspects;
- (b) Carrying out a Strategic Environmental and Social Assessment;
- (c) Supporting the establishment of a Fiduciary Advisory Consultant Panel (FACP);
- (d) Supporting the establishment of a Road Transport Sector Integration and Coordination Platform (RTSICP), and supporting the implementation of the Road Maintenance Fund Board Act; and
- (e) Providing support for preparatory activities for subsequent MPA Program phases.

Component 4: COVID-19 Relief and Recovery (Total Cost: US\$9.6 million; IDA: US\$9.2 million)

This component will be implemented by both RHD and LGED and will support the following:

² "Project Districts" means the districts of Jashore, Jhenaidah, Magura, and Chuadanga.



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- (a) Designing and implementing a program to foster employment opportunities for vulnerable local populations, including, on routine maintenance of roads, clearing of water passages, and hygiene-related small works; and as relevant, the provision of working tools and personal protective equipment;
- (b) Supporting the development and dissemination of an emergency response plan for COVID-19 for RHD and LGED; and
- (c) Supporting the provision of necessary upgrades at RHD and LGED offices to ensure business continuity and improve work environment safety.

Component 5: Contingent Emergency Response Component (CERC) (Total Cost: zero)

This component will provide immediate response to an Eligible Crisis or Emergency, as needed.

- (a) The scope of work for the consultant pertains to the WeCARE activities to be implemented by LGED, i.e. components 2 for Phase -1.

2. OBJECTIVE

The key objective of this consultancy service is to support the Local Government Engineering Department (LGED) in the reviewing and updating of rural market (in this context markets designated as growth centers) leasing and management policies.

3. SCOPE OF THE CONSULTANCY SERVICES

The Hat-Bazer (market/Growth centers) management issue belongs to two ministries, the Ministry of Land (MoL) and the Ministry of Local Government, Rural development and Cooperative (MoLGRD&C). The hat periphery is owned by MoL, responsible for market land use plan (khas land, Chnadina Viti, Toha Bazzar-these are traditional local terms). MoLGRD&C is responsible for leasing of some of the market periphery. Beside that there is private landowner around market who also do trading. So, the total market area belongs to GoB and private owner constitute the total trading zone. The two ministries have separate policy to manage their respective jurisdiction. The target of this consultancy service is to review and update different policies, procedures, models and preparation of Market Infrastructure development and Operation Guidelines. The consultant needs to facilitate/support the approval process of developed documents

Task 1: Review of existing law, policy, and procedure:

- (a) Conduct an exhaustive review of existing law, regulation, policy, procedure in relation to rural market leasing and management Such as Market Infrastructure Development Guidelines, Market Infrastructure Operation Guidelines, Market land use Policy from Ministry of Land as well as Market Leasing and Revenue distribution Policy from Ministry of Local Government, Rural Development and Cooperatives
- (b) Identify the stakeholders relevant for rural market leasing and management. In this regard a stakeholder mapping is required.
- (c) Identify Formation of Inter-ministerial Committee (MoLGRD&C, MoL, Law ministry, Finance ministry) and approval process. How and who will be responsible to get the output approved by concern ministries. Time and cost needed from report submission to GoB approval.
- (d) Assess whether the same leasing and management policies are used across the 32 rural markets to be improved under WeCARE or are there important de jure or de facto differences.
- (e) Objectively assess, identify and group the policy and practices in terms of whether they result in efficient market management or not, for example: (a) leads to efficient functioning of market, (b) is favorable towards efficient operation of market management but has scope for improvement, and (c) leads to inefficient operation of markets. The consultant does not have to follow this matrix strictly if they can propose a better matrix of the existing policies and practices.
- (f) Objectively assess, identify and group the policy and practices in terms of whether they are inclusive of not: (a) beneficial or favorable for most stakeholders (inclusive), (b) favorable for most stakeholders that need some modification or adjustment (partially inclusive), (c) unfavorable and in need of modification for the greater good



(not inclusive). The consultant does not have to follow this matrix strictly if they can propose a better matrix of the existing policies and practices.

- (g) Identify policies that lead to efficient operation of rural markets and are also inclusive of stakeholders.
- (h) Review of Market Master Plan and relevant policies
- (i) Evaluating Market infrastructure Operation & Maintenance performance
- (j) Prepare a stakeholder engagement plan to understand how the beneficiaries and all stakeholders feel about the existing policies and practices. The stakeholder engagement plan may include, but not necessarily limited to group discussion, survey, interview, phone interview etc.
- (k) Prepare a survey plan that summarizes the methodologies and instrumentation proposed to provide the survey extent and accuracies required for visualizing future functioning of the improved markets/growth centers.

Task 2: Study and Data collection:

- (a) Understand the intended goals of WeCARE program (and the economic corridor concept) to improve the economy and quality of life for residents of western Bangladesh.
- (b) Study and understand the economic structure, dominant value chains, economic prospect, economic potential and nature of business in the program influence area.
- (c) Assess and identify the infrastructure requirement and operation & maintenance policy for a model market master plan
- (d) Review the engineering designs and documentation to understand the operation of the markets and identify market leasing and management procedures that are suitable for the efficient and inclusive operation of the improved market structure.
- (e) Study and collect data on leasing and management cost, time requirement and interest-influence of stake holders.
- (f) Identify and explore the relevant Case studies on performance on infrastructure development, Operation and governance.
- (g) Conduct survey and communicate with the stakeholders upon approval of the stakeholder engagement plan from the PIU.
- (h) Political Economy of market operation, maintenance and leasing.
- (i) Assessment and study COVID 19 issue for market operation and management.

Task 3: Market Infrastructure Development Model Master Plans, land use policy and Guidelines

- (a) Propose model market masterplan/s with detail schedule of infrastructure, land requirement, costing, management committee, operation and maintenance process/manual
- (b) Assess and update Market land use policy (Hat-Bazer Bondobosto Nitimala)

Commented [u1]: They will use the input of earlier study findings including the recommendation of FDDC and PMCS

Task 4: Market/growth center leasing and management procedure

- (c) Identify and propose the optimal rural market leasing and management procedure and Revenue distribution Policy (in line with the principles of efficiency and inclusivity).
- (d) Identify the roles of each stakeholder in the new management procedure.



- (e) Develop an actionable plan to implement the new leasing and management procedures (detail the immediate, mid-term, and long-term steps should be taken by LGED and other stakeholders to operationalize the improved procedure).
- (f) Market Health, Hygiene and COVID-19 practice Guidelines
- (g) Identify the probable benefits the local communities, other stakeholders and overall supply chain will receive from adoption of improved procedure.
- (h) Suggest how the PIU and other stakeholders can engage with different relevant groups to ensure that the improved procedure is accepted and implemented.
- (i) Suggest to what extent the new procedure is replicable across the program area and to what extent or in what specific aspects the procedure should be adjusted locally.

Task 5: Workshops for consultations on deliverables, supporting approval process and conducting Trainings

- (a) Three (03) workshops needs to be conducted for proper consultation and feedback collection with relevant stakeholders including Ministry of Land, Ministry of Local Government, Rural Development and Cooperatives, DC office, LGED officials, Hat-Bazaar related committees, Market management committees, etc.
- (b) The workshops need to be carefully planned and designed by the consultant in consultation with relevant stakeholders.
- (c) The consultant needs to facilitate and support the Ministries, LGED and other stakeholders in approval process and Legal vetting of the documents developed.
- (d) Final/4th workshop needs to be conducted after finalization of all project documents for dissemination of findings and knowledge developed under this consultancy.
- (e) Conduct training for the stakeholders to disseminate study findings and feedback collection.

Task 6: Compliance to World Bank Environmental and Social Framework and policies/directives of Government of Bangladesh

- (a) In conducting the consultancy, the consultant needs to comply with the World Bank ESF and guidelines
- (b) In conducting the consultancy, the consultant needs to comply with the Government of Bangladesh's prevention and quarantine policies and procedures

4. DOCUMENTATION AND REPORTING REQUIREMENTS

The Consultant will prepare and submit reports in a format and content agreed with LGED and WB. The Project Director may require the Consultant to perform other tasks consistent with the above scope, including preparation of technical/policy appraisals and review and comment on the different proposals/management process. Documenting information gathered from stakeholder meetings, surveys, discussions, correspondences and progress reports etc.

4.1. Deliverables and timeline:

The specific reporting deliverables requirements under the tasks are included in the chart below. Send hard copies of each deliverable in the numbers indicated below to the LGED main office. Make available all deliverables in PDF format as well as the source files (e.g. WORD, GIS shape files, CADD files, Excel files, etc.), and distribute to LGED, WB, and other partners as required via FTP or other method using hyperlinks.



Deliverable	Deadline (after commencement of service)	Hard Copies Required
Inception Report	Within 1 months	10
Preliminary study and assessment report	Within 2 months	10
Survey and Investigation reports	Within 2.5 months	10
Market land use policy (Hat-Bazer Bondobosto Nitimala) in English and Bangla	Within 3months	10
Draft Model Market Masterplans	Within 4 months	10
Market Health, Hygiene and COVID-19 practice Guidelines in English and Bangla	Within 4.5 months	10
Market Infrastructure development guideline in English and Bangla	Within 5 months	10
Draft market infrastructure operation and maintenance guidelines in English and Bangla	Within 6 months	10
Draft final report with improved Market Management, Leasing and Revenue sharing Policy and procedures-In English and Bangla	Within 6 months	10
Market land use policy (Hat-Bazer Bondobosto Nitimala)-in English and Bangla	Within 6 months	10
National Workshops 04 numbers	Within 2, 4, - and -6 months	10
Final reports in English and Bangla and trainings	Within -6months	10

5. DURATION OF SERVICES

Total =6 (six) months from contract (Lump-sum) award.

6.0 PROFESSIONAL AND STAFFING

To achieve the objectives of consultant services under this Terms of Reference and in accordance with the scope of works as stated, the requirement of following professional and staff with anticipated person months has been estimated:

Role No.	List of Key Professionals (To be Evaluated in RFP stage)	Number	Total Person Months
K1	Institutional Development cum Local Government Expert	1	6
K2	Development economics and political economy specialist	1	6
K3	Legal and Policy Expert	1	6

List of key professionals and estimated person month is for reference only. The consultant may propose both Non key and Key Staffs required as well as support staff. The Consultant is responsible to review the required services and may propose own requirements in order complete the proposed services in a satisfactory manner.



Annex - I: List and Maps of Markets Growth Centers to be improved by Project

Sl No	District	Upazila	Name of the GCM
1	Jashore	Sadar	Haibatpur
2			Churamonkadhi
3		Chawgasha	Arpara
4			Narayanpur
5		Jhikargacha	Bangdah
6			Seordha
7		Sharsha	Gorpara
8		Monirampur	Rohita
Sub-Total	1	5	8
9	Magura	Sreepur	Nagobond
10			Khamarpara
11		Sadar	Katakhal
12			Alomkhali
13		Shalikka	Alukdia
14			Singra
15	Mohammadpur	Binodpur	
Sub-Total	1	4	7
16	Chuadanga	Alomdanga	Munshigonj
17			kulkhal
18		Jibannagar	JamJamihat
19			Andulbaria
20		Sadar	Sarajgonj
21			Hijolori hat
22		Damurhuda	Dugdugihat
23			Bogirathpur
24		Karpasdanga	
Sub-Total	1	4	9
25	Jenaidah	Sadar	Narkelbaria
26			Hatgopalpur
27		Shailakupa	Bhatai
28		Kotchanpur	Sabdarapur
29		Harinakundo	Bhabanipur
30			Harinakundo
31		Kaligonj	Kola
32	Barobazar		
Sub-Total	1	5	8
Grand Total	4	18	32



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