

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH
MINISTRY OF LGRD & CO-OPERATIVES
LOCAL GOVERNMENT DIVISION
DEPARTMENT OF PUBLIC HEALTH ENGINEERING (DPHE)

TERMS OF REFERENCE

For

Consultancy Services

On

**"Reforming the Sector Policy and Regulatory Framework through
Preparing the Sector Investment Plan (SIP) and Developing
Implementation Guidelines for SDG-6 in the WASH Sector of Bangladesh."**

April 2024

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"Terms of Reference (ToR) for Consultancy Services on Reforming the Sector Policy and Regulatory Framework through Preparing the Sector Investment Plan (SIP) and Developing Implementation Guidelines for SDG-6 in the WASH Sector of Bangladesh."

1. Background

Bangladesh has made commendable progress in the WASH sector, significantly improving access to water and sanitation. Currently, 98% of the population has access to drinking water from improved sources¹. Open defecation practices have been reduced to around 1% by 2015, down from 34% in 2003². As of 2018, 74.8% of the population had access to a handwashing station with water and soap on their premises³.

However, challenges persist, particularly the disparity between access and quality of WASH services. Only 42.6% of the population has access to safely managed drinking water services, and basic sanitation service coverage is 64.4% nationally, with safely managed sanitation coverage estimated at 36.4% in rural areas⁴.

This discrepancy is more pronounced in rural areas and hard-to-reach locations, factors such as climate change, hydrogeological shifts, water source pollution, and urbanization (especially in slums) have brought new complexities. Other challenges are inadequately designed low-cost technology solutions for specific zone such as flood and storm-prone coastal areas or water-scarce hilly environments; faecal sludge management and safely managed sanitation options for densely populated areas such as urban slums. These issues demand a nuanced approach to WASH management, integrating climate resilience and technological adaptability.

Moreover, field findings indicate a lack of clear understanding of SDG-6 among field staff, mid-level officials, sector professionals, and government officials, highlighting the need for sector professionals to have a comprehensive knowledge of SDG-6, emphasizing the importance of ensuring availability and sustainable management of water and sanitation for all.

The Government of Bangladesh's 8th Five-Year Plan (2020-2025) positions WASH as a cross-cutting issue, demonstrating a commitment to addressing WASH-related challenges and achieving SDG 6, indicating a policy-level acknowledgment of the sector's importance. Despite increased ADP allocation for WASH, evident disparities in rural-urban allocations and challenges in addressing hard-to-reach areas persist. According to the SDG Financing Strategy 2017 of the General Economic Division, Bangladesh will require an additional 11.80 billion dollars to achieve SDG-6 (constant 2015-16 prices), out of which 9.34 billion dollars is required for SDG 6.1 and SDG 6.2. The National WASH Accounts 2020 highlighted the substantial expenditure in the WASH sector and the need for more transparent and accountable financial planning.

In addition, with the above policy related initiatives there are some institutional arrangements who are working for WASH sector in Bangladesh, such as:

- The SDG Implementation Review (SIR) is a high-level national committee under the Honourable Prime Minister's office. SIR has facilitated to develop National Action Plans for each goal including SDG-6 and completed data gap analysis against indicators. It has

¹ MICS 2019

² MICS 2019

³ ibid

⁴ MICS 2019

established a monitoring and Evaluation (M&E) framework for SDGs that will facilitate the follow-ups of the priorities and commitments.

- National Forum for Water Supply and Sanitation, National Sanitation Taskforce, National Coordination Committee for CWIS & FSM and National FSM-CWIS Cell, Thematic Groups of LCG, WATSAN Committees at different tiers are playing their assigned roles.
- Further the Local Consultative Groups as well as Civil Society and I/NGO Networks (e.g. WSSCC, FANSA, etc.,) contribute to the WASH sector.

Considering the WASH sector context and the government's efforts, a comprehensive Sector Investment plan (SIP) to leverage national and global partnerships, and an implementation guideline for achieving SDG 6 to ensure sustainable high-quality WASH services are critical.

2. Objectives of the Assignment

The primary objectives of this assignment are twofold:

- to prepare a comprehensive Sector Investment Plan (SIP) through detailed financial analysis, and
- to develop clear, actionable implementation guidelines for local government institutions and all stakeholders in the WASH sector.

These objectives are integral to advancing the WASH sector's alignment with and achievement of Sustainable Development Goal 6 (SDG-6), which focuses on ensuring availability and sustainable management of water and sanitation for all. The SIP will provide a strategic financial framework to identify and mobilize the necessary resources, addressing critical gaps and optimizing investments in the sector. Simultaneously, the implementation guidelines will serve as a detailing the practical steps and methodologies required to effectively implement SDG-6 initiatives. Together, these tools are designed to foster an efficient, and inclusive approach to WASH services, ultimately contributing to the improved health, well-being, and economic development of communities across Bangladesh."

3. Preparing the Sector Investment plan (SIP)

3.1. Justification

In 2018, the Ministry of Local Government, Rural Development & Cooperatives, in collaboration with UNICEF, conducted a WASH Sector review (Bottleneck Analysis). This review highlighted the necessity to update the Sector Development Plan (SDP) for 2011-25 to align with the Sustainable Development Goals (SDGs), as the original plan was formulated during the Millennium Development Goals (MDGs) era. Additionally, it was noted that the Sector Investment Plan (SIP) had not received the anticipated support from the Government of Bangladesh (GoB), development partners, and other stakeholders, indicating a need for enhanced commitment from all parties involved.

To address this, Policy Support Branch (PSB) under the Water Supply Wing of the Local Government Division of the Ministry of Local Government, Rural Development & Cooperatives (MoLGRD&Co) has been assigned the task of implementing the SDP in relation to SDG-6. Furthermore, UNICEF engaged ITN-BUET for development of Sector Development Plan (2026-2040) aligned with Sustainable Development Goals, also incorporates considerations of climate change and environmental factors. It has been acknowledged by UNICEF that financial backing is essential for

the Water, Sanitation and Hygiene (WASH) sector to effectively prepare the Sector Investment Plan (SIP).

In light of these developments, the Department of Public Health Engineering (DPHE), has committed to supporting the WASH sector in the preparation of the Sector Investment Plan (SIP). This support is part of the "Rural Water, Sanitation and Hygiene for Human Capital Development project", which aims to improve access to safely managed water supply sanitation services in line with SDG 6.2 to over 3.6 million rural people in selected areas of Bangladesh. The project is funded by the World Bank (WB) and the Asian Infrastructure Investment Bank (AIIB). Under this project, there is a scope of work to provide support for strengthening the WASH sector to achieve national commitments in line with SDG 6.

The proposed SIP aims to provide added value without overlapping with the efforts of the SDP revision. It focuses on crafting a detailed financial roadmap that delineates the necessary steps and timelines for the period of 2026-2040, aspects that will not be addressed in the revised SDP. This comprehensive financial strategy is pivotal in ensuring the successful implementation and sustainability of the WASH sector's initiatives.

It will aid in making investment decisions, lending money, managing portfolios and addressing many other needs of the WASH sector. It will also help stakeholders understand the financial state of Bangladesh and make informed decisions. By understanding the financial requirements, policymakers can set realistic goals and prioritize actions based on available resources and the most pressing needs. It is envisioned that the well-structured financial roadmap will attract investment, both from government budgets and external sources like international aid and private investors, for large-scale infrastructure projects that are critical for improving WASH services.

The key aspect of the SIP includes:

Fragmented financing and expenditure analysis: Current reports indicate fragmented financing across multiple ministries and stakeholders, necessitating a unified financial analysis for more coherent planning and implementation.

Enhancing effectiveness, inclusive approach and equitable access: A detailed SIP will provide insights into optimizing resource allocation for impactful areas, ensuring sustainable and high-quality WASH services for all, particularly marginalized and hard-to-reach populations. This aligns with the SDGs' principles of leaving no one behind.

Climate change and geographic-specific solutions: Incorporating climate resilience and technological adaptability in financial planning, recognizing the importance of tailored strategies for diverse geographic areas. This involves understanding the costs and benefits of various technological options and climate adaptation strategies.

Strategic investment planning: The investment plan in the WASH sector entails the creation of a holistic financial plan that not only aligns with, but also supports, broader developmental goals. This includes integrating WASH objectives into the operational roadmap of the Sector Development Plan (SDP). Additionally, the significance of WASH is recognized in the country's Five-Year Plan, where it is integrated with other developmental objectives. However, to effectively operationalize these strategies, a detailed financial roadmap is essential. This roadmap should outline the necessary funding mechanisms, investment allocations, and timelines to ensure that the WASH sector's strategic goals are not only aligned with broader development plans but are also financially viable and sustainable.

Private sector and community engagement: The evolving role of the private sector and the importance of community participation need to be financially strategized for more sustainable and inclusive WASH services.

3.2. Scope of Work for Development of Sector Investment Plan (SIP)

It will ensure a thorough, participatory, and data-driven approach to prepare investment plan for the WASH sector, leading to actionable insights and strategic recommendations for sustainable financial management.

a. Document review and secondary research

- **Literature review:** Conduct a comprehensive review of existing financial reports, policy documents, and previous studies related to WASH financing at both national and international levels.
- **Comparative analysis:** Compare the financial strategies and models used in national and other countries with similar socio-economic contexts.

b. Stakeholder engagement and consultations

- **Identify and engage stakeholders:** List and engage with key stakeholders including government agencies, international donors, private sector entities, NGOs, and community representatives.
- **Consultation/interviews/focus groups:** Conduct consultation/interviews/focus groups at local and national level with identified stakeholders to gather insights on their perspectives and experiences regarding WASH financing.

c. Data collection and analysis

- **Financial data collection:** Gather data on current funding streams, budgets, expenditures, and investment patterns in the WASH sector.
- **Trend analysis:** Analyze historical financial data to identify trends, gaps, areas of improvement, investigate alternative funding mechanisms that could enhance the sustainability of WASH services.

d. Draft report on SIP

- **Comprehensive report:** Prepare draft report detailing the current financial landscape of the WASH sector, identify gaps and trends, provide a cost-benefit analysis of WASH projects, analyze tariff structures and funding mechanisms, and assess private sector engagement. It will serve as a foundational document that encapsulates the financial state of the WASH sector, providing insights and data-driven conclusions.
- **Investment plan:** Prepare investment plan as a strategic deliverable that outlines the steps needed to achieve the identified financial goals and objectives. It should include:
 - Clear timelines and milestones of investment plan based on the financial analysis.
 - Actionable steps for improving financial sustainability in the WASH sector.
 - Strategies for addressing identified gaps and leveraging opportunities.
 - Recommendation for policy review and regulatory changes if required for financial sustainability.

- Create a framework with key performance indicators to monitor and evaluate financial aspects of the WASH sector. Ensure the framework allows for regular updates and adjustments based on changing conditions and feedback.

e. Stakeholder review and validation workshop

- **Review and validation**
- : Conduct a national level workshop with a wide range of stakeholders to validate the investment plan. This includes government officials, representatives from NGOs, the private sector, donor agencies, and community representatives. During the review and validation workshops stakeholders may identify oversights or additional factors that may be considered for more robust and accurate outcomes.
- **Facilitating consensus building:** This workshop can be instrumental in building consensus among different stakeholders, especially on controversial or complex financial issues. By involving stakeholders in the review process, it is more likely that the findings and recommendations of the SIP will be accepted and effectively implemented. This event can foster a sense of collaboration and partnership among different stakeholders, which is crucial for the successful implementation of WASH investment.

f. Report finalization

- **Incorporate feedback:** Feedback gathered during these workshops can be used to refine and improve the SIP, making it more relevant and practical.
- **Final document preparation:** Prepare the final document, ensuring it is clear, user-friendly, and actionable.

g. National level dissemination:

- Disseminate the document on SIP through national level event and advocate for it's adoption and implementation across the sector.

4. Developing Implementation Guideline for Achieving Sustainable Development Goal-6 for LGIs and Sector Professionals in Bangladesh

4.1. Justification

Many local government officials and sector professionals may not have a deep understanding of the specifics of SDG-6. A guideline can provide them with clear, practical information on the goals, explaining what needs to be achieved and why it's important. This enhances their capacity to make informed decisions and implement effective strategies. Implementation Guideline for achieving Sustainable Development Goal 6 (SDG-6) is crucial due to several more reasons:

- The guidelines will play a crucial role in defining the minimum acceptable water, sanitation, and hygiene service standards, transitioning from the MDGs to SDGs. This includes clarifying 'safely managed' access to WASH services for households, health facilities, schools, public spaces, and transit areas, moving beyond the previous definition of 'basic' or 'improved' access. Such clarity is vital for ensuring that the services meet the more stringent SDG criteria and truly benefit the communities. Also, guidelines will include the minimum service water supply, sanitation and hygiene service levels for basic access in public spaces (i.e. shopping markets and workplaces), transit areas (i.e. ferry ghats, train terminals and bus stations), sporting grounds and festivals (i.e. indoor or outdoor melas, religious gatherings).

- The guidelines will explain the roles of various sector actors, including public and private providers, local and central government authorities and community organisation. This is particularly important to avoid overlap and ensure cohesive efforts towards achieving 'safely managed' WASH services. Highlighting the expanded role of the private sector, the regulatory functions of government departments, and the compliance responsibilities of local government authorities is crucial for a coordinated and effective approach. It will address multi-sectoral approach, integrating WASH with health, education, and other relevant sectors.
- Developing a staged timeline for achieving universal access to safely managed WASH services is essential. This includes setting interim, achievable goals that contribute to the long-term objective, addressing financial, environmental, social, and climate-related risks, and applying lessons from different projects.
- The guidelines will address the entire cycle of investment planning, supervision, and more. It will cover the planning, design, construction, operation, and maintenance of WASH services in diverse settings, ensuring sustainability, and climate resilience. Additionally, this guideline will define institutional systems for monitoring observance to these sector guidelines, encompassing behaviour change in service providers consumers, financiers, and regulators. This comprehensive approach is crucial for delivering and sustaining access to WASH services for all, in line with SDG 6.

In summary, the Implementation Guideline encompasses technical, financial, institutional, and behavioural aspects, ensuring that the goal of providing sustainable and equitable access to water and sanitation services is met comprehensively and effectively in line with SDG 6, revised national policies, strategies and revised SDP (2026-2040).

4.2. Scope of Work for Development of the Implementation Guidelines on SDG-6

The scope of work will include:

a. Desk research and review

- Start with a thorough review of existing policies, strategies, and plans related to WASH at the national and international levels. This includes analyzing current standards, guidelines, and best practices. Analyze existing data on WASH sector performance, funding, and outcomes to identify gaps and challenges.

b. Stakeholder engagement and consultation

- Identify key stakeholders, including government agencies, local government institutions, private sector entities, NGOs, community groups, and international partners.
- Organize stakeholders' consultation, focus group discussions and interviews at national and local level with WASH sector stakeholder groups and other related sectors such as health, education, and the environment to gather insights and perspectives on WASH challenges and needs. Facilitate various discussions and consultations to gather input and feedback during the development of the guidelines.
- Perform on-site assessments in different locations to understand local WASH challenges and practices. Develop case studies of successful WASH implementations to identify best practices and lessons learned.

c. Drafting the guidelines

- Based on desk/field level research, consultations, and field insights, develop a draft of the implementation guidelines, including clear standards and benchmarks for WASH services, to be adapted to the Bangladesh context. Establish a feedback loop for ongoing feedback and periodic updates of the guidelines based on new insights and changing circumstances. The draft report will be shared with DPHE and the World Bank for feedback.

d. Stakeholder review and validation workshop

- Organize review and validation workshops to refine the guidelines and ensure practical applicability. Share the draft guidelines with WASH sector experts for review and feedback.

e. Finalization and documentation

- Revise the guidelines based on stakeholder feedback and validation results. Prepare the final guideline document, ensuring it is clear, user-friendly, and actionable.

f. National level dissemination event and advocacy:

- Disseminate the guidelines through national level event and advocate for their adoption and implementation across the sector.

5. Deliverables

- **Deliverable-1:** Consultant will submit the inception report with elaborating on the available secondary data, list of stakeholders for primary data collection, data collection process, detail methodology and timelines (if revised).
- **Deliverable-2:** Based on the collected data from local and national level, consultant will prepare 1st draft of sector investment plan (SIP) including financial analysis and a comprehensive implementation guideline for SDG-6 for LGIs and all other WASH stakeholders.
- **Deliverable-3:** Based on the review of DPHE and the World Bank consultant will prepare the 2nd draft of sector investment plan (SIP) and implementation guideline.
- **Deliverable-4:** Consultant will conduct two national level validation workshops and based on the feedback of validation workshops consultant will prepare the final version of sector SIP and implementation guideline.
- **Deliverable-5:** Consultant will conduct the national level dissemination event and submit the completion report including printed documents of SIP and implementation guideline.
- **Quarterly Progress Report:** Consultants will submit quarterly progress reports on the activities related to SIP and Implementation guideline on routine basis.

6. Duration of the Consultancy

The duration of the consultancy services shall be 15 months after signing the contract. These 15 months, include 2 months inception, 10 months for the document development process, and 3 months for finalisation, printing and national level dissemination.

7. Methodology of the Consultancy

The methodology for the consultancy services is structured as described in below:

- DPHE will hire a Consulting Firm using the Consultant Qualification Selection (CQS) method as per the Development Project Proforma (DPP).
- Once the Firm is selected, the action plan, working methodologies, and implementing activities under the service package will be finalised. Throughout the assignment, the Firm will regularly submit all deliverables for review and feedback.
- The deliverables of the assignment will undertake review and validation by the sector professionals through a national-level sector consultation.
- The final outcomes will be presented at the National Forum for Water Supply and Sanitation (WSS), where the forum will recommend them to the LGD, MoLGRD&C for official endorsement.

8. Payment Schedule

SI #	Deliverables	Timeline	Percentage
1.	Inception report	1 st month	10%
2.	1st draft of SIP and Implementation Guideline.	8 th month	25%
3.	2nd draft of SIP and Implementation Guideline.	10 th month	25%
4.	Proceedings of two national level validation workshops and final version of SIP and Implementation Guideline.	12 th month	20%
5.	Completion report including proceedings of national level dissemination event and press printed copies of final documents on SIP and implementation guideline.	15 th month	20%

9. Firm Qualification and Team Composition

To hire a firm for developing SIP for WASH sector and implementation guidelines on SDG-6, the specific qualifications for the firm and the individual experts' qualifications are stated in below:

Having at least 7 years of working experience on developing sector of the consulting firm/NGO/INGO can apply with the following qualifications:

- **Experience in Investment Plan and Financial Analysis:** The firm should have a proven track record in preparing investment plan, conducting financial analyses, preferably in the WASH sector or similar public health and infrastructure sectors.
- **Expertise in WASH Sector:** Demonstrable experience and knowledge in the Water, Sanitation, and Hygiene sector, including understanding of local and international standards and practices.
- **Familiarity with SDG-6 Goals and Targets:** The firm should have expertise in Sustainable Development Goals, particularly SDG-6, and experience in developing strategies and guidelines for achieving these goals.
- **Capacity to Conduct Comprehensive Research:** Ability to perform in-depth research, including data collection, analysis, and reporting.

- **Proven Track Record in Developing Guidelines:** Experience in creating actionable implementation guidelines for governmental or non-governmental organizations.
- **Multi-disciplinary Team:** The firm should have a diverse team of experts including financial analysts, WASH specialists, policy experts, and strategists.
- **Strong Stakeholder Engagement Skills:** Demonstrated ability to engage with a range of stakeholders including government agencies, international donors, private sector, and community groups.

The Consulting Firm will be required to engage following professionals having relevant experience and educational qualification:

Sl. No.	Position (Key Experts)	Number	Man-days/month
	Expert Team Members for SIP		
1	Lead Financial Analyst and Investment Planning	1	75 days (during 15 months)
2	Associate Consultant for SIP	1	75 days (during 15 months)
3	Research and Data Analyst	1	50 days (during 15 months)
	Expert Team Members for Implementation Guideline		
4	WASH Sector Specialist	1	100 days (during 15 months)
5	Community Engagement and Capacity Building Specialist	1	100 days (during 15 months)

Sl. No.	Position (Non-Key Experts)	Number	Man-days/month
1	Project Lead/SDG Specialist	1	75 days (during 15 months)
2	Admin and Logistic Assistant	1	50 days (during 15 months)

The qualifications and experience of the key-experts are:

Qualifications for Expert Team Members for SIP

1. Lead Financial Analyst:

- Advanced degree in Finance, Economics, or a related field.
- Minimum of 10 years of experience in financial analysis, ideally in the WASH sector or related fields.
- Strong expertise in financial modelling, cost-benefit analysis, and budgeting.

2. Associate Consultant for SIP

- Advanced degree in Finance, Economics, Environmental Science, Public Health, or a related field with a focus on WASH.
- Minimum of 6 years of experience in financial analysis, financial modelling, cost-benefit analysis, and budgeting ideally in the WASH sector or related fields.

3. Research and Data Analyst:

- Degree in Statistics, Economics, or a related field.
- Expertise in data collection, analysis, and interpretation.

Qualifications for Expert Team Members - Implementation Guideline Development

4. WASH Program Development Expert:

- Advanced degree in Environmental Science, Public Health, or related field.
- Extensive experience in designing and implementing WASH programs.
- Proven experience in developing operational manual, strategic guideline, implementation guideline etc specially for WASH sector.

5. Community Engagement and Capacity Building Specialist:

- Degree in Social Sciences, Community Development, or related field.
- Experience in stakeholder engagement, community mobilization, and capacity building.

The qualifications and experience of the non-key-experts are:

1. Project Lead/SDG Specialist:

- Minimum master's degree in social science or management, or related field.
- Proven experience in projects related to SDGs, especially SDG-6.
- Strong leadership and project management skills.

2. Admin and Logistic Assistant:

- Minimum Bachelor degree in social science or management, or related subject.
- At least 5 years experience in working as administrative/Logistics officer in any reputed Organization.
- Have experience in field work and provide logistic support to organise events/workshops at national/regional level.

10. Institutional Arrangement of the Services and Reporting

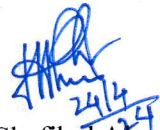
The Project Director (PMU) from DPHE for the Project will coordinate the overall implementation of the consultancy services under the guidance of the World Bank. The Firm will coordinate with the PMU-DPHE, and the World Bank if needed. The consultant will report to the Project Director (PMU) of the Department of Public Health Engineering (DPHE).

11. Work Schedule

“Consultancy Services on Reform of Sector Policy and Regulatory Framework through Preparing the SIP for WASH Sector and Developing the Implementation Guidelines on SDG-6 for the WASH Sector in Bangladesh”

Sl. N	Deliverables	Months														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	Deliverable-1: Inception report															
1.1	Project data collection & Team mobilisation															
1.2	Revised action plan with timeline using Gantt Chart.															
1.3	Draft inception report, incorporating comments & finalising the report.															
2	Deliverable-2: 1st draft documents on SIP including financial analysis and implementation guideline															
2.1	Desk research and review															
2.2	Consultation & interviews to collect data and opinions from local and national level. (5 divisional level workshop/ community consultation)															
2.3	Data analysis and prepare 1 st draft documents (SIP & implementation guideline) and share report with DPHE and the World Bank.															
3	Deliverable-3: 2nd draft documents on SIP and implementation guideline.															
3.1	Incorporate feedback of DPHE and the World Bank and prepare the 2 nd draft of the two documents.															
4	Deliverable-4: Proceedings of validation workshops and final version documents of SIP and implementation guideline.															
4.1	Conduct two national level review and validation workshops with sector professionals.															
4.2	Incorporating the feedback of validation workshop and prepare final draft of the documents and share with the National Forum for WSS.															
4.3	Incorporating feedback from NF-WSS if any and prepare final version of the two documents.															

Sl. N	Deliverables	Months														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
5	Deliverable-5: Completion report including proceedings of national level dissemination event and printed copy of SIP and implementation guideline.															
5.1	Printing of the final documents															
5.2	Conduct national level dissemination event.															
5.3	Prepare and submit completion report including national level dissemination event.															



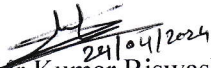
(Md. Shafikul Alam)

Executive Engineer, Ground Water Division &
Member, ToR Committee, DPHE.



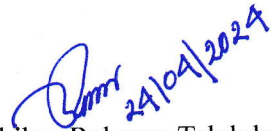
(Sharmistha Debnath)

Executive Engineer, Design Division &
Member, ToR Committee, DPHE.



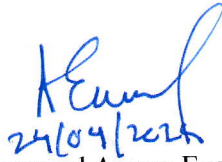
(Shishir Kumar Biswas)

Executive Engineer, SIR Division &
Member Secretary, ToR Committee, DPHE.



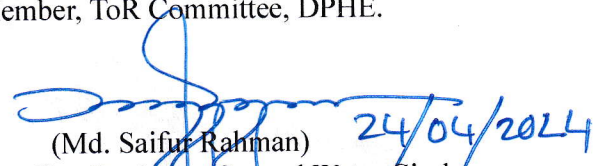
(Md. Tabibur Rahman Talukder)

Project Director
Rural water, Sanitation and Hygiene for
Human Capital Development Project &
Member, ToR Committee, DPHE.



(Mohammed Anwar Eusuf)

Superintending Engineer, Planning Circle &
Member, ToR Committee, DPHE.



(Md. Saifur Rahman)

Superintending Engineer, Ground Water Circle
&
Convener, ToR Committee, DPHE.

Approved



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