

**National Urban Poverty  
Reduction Programme  
(NUPRP)**

**April – September 2019**

**UNDP Bangladesh**

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## Acronyms

CAP	Community Action Plan
CCVA	Climate Change Vulnerability Assessment
CDC	Community Development Committee
CHDF	Community Housing Development Fund
CO	Community Organisation
CRMIF	Climate Resilient Municipal Infrastructure Fund
DFID	Department for International Development
DPP	Development Programme Proforma
ECNEC	Executive Committee of the National Economic Council
GBVA	Gender Based Violence Assessment
GoB	Government of Bangladesh
HDRC	Human Development Research Centre
HR	Human Resources
IFCA	Institutional and Financial Capacity Assessment
IYCF	Infant and Young Child Feeding
LF	Logframe
LG	Local government
LGD	Local Government Division
LGI	Local government institutions
LoA	Letter of Agreement
MAU	Mutual Accountability Unit
NUPRP	National Urban Poverty Reduction Programme
NPD	National Programme Director
PG	Primary Group
PIC	Programme Implementation Committees
PURS	Pro-poor Urban Resilience Strategy
RELU	Research, Evaluation and Learning Unit
SBCC	Social and Behaviour Change Communication
SCC	Safe Community Committee
S&C	Savings and Credit
SEF	Socio-economic Fund
SIF	Settlement Improvement Fund
TLCC	Town Level Coordination Committee
ToT	Training of Trainers
TNA	Training Needs Assessment
TPB	Town Programme Board
TSC	Town Steering Committee
UNDP	United Nations Development Programme
UPPR	Urban Partnerships for Poverty Reduction
VAWG	Violence Against Women and Girls
VLM	Vacant Land Map
WLCC	Ward Level Coordination Committees

# Executive Summary

Bangladesh has been urbanizing rapidly, with the urban population expanding by 35 percent between 2001 and 2011, at an annualized growth rate of 3 percent. Presently, more than 30 percent of the national population reside in urban areas which is expected to increase to more than half of the country's population by 2050. Poverty remains a major issue in urban Bangladesh with urban poverty headcount being 21.3 per cent (versus a national rate of 31.5)<sup>1</sup>. Nevertheless, due to population size, the substantial number of urban poor is high, at over 9.4 million.

Against this backdrop, United Nations Development Programme (UNDP) launched a five-year national programme (2018-2023) to reduce urban poverty, *the National Urban Poverty Reduction Programme (NUPRP)* in partnership with the Local Government Division (LGD), Ministry of Local Government, Rural Development & Cooperatives (MLGRD&C), the Government of Bangladesh, and the Department for International Development (DFID). The programme aims to support balanced, sustainable and pro-poor development for up to 4 million poor people: dwellers of slum and low-income settlements comprising some 1.2 million households living in urban areas. The programme is being implemented in 20 Towns (12 City Corporations and 8 Paurashavs) across the Country with a focus on excluded populations, especially women and people with disabilities. The programme addresses complex yet interconnected issues under **five broad outputs**, including:

- Urban Governance and Planning (Output 1),
- Citizen's Participation and Community Mobilization (Output 2),
- Economic Development and Livelihoods (Output 3),
- Housing and Land Tenure (Output 4), and
- Infrastructure and Basic Services/Climate Resilient Infrastructure (Output 5);

The programme aims to contribute to the achievement of the Sustainable Development Goals by 2030 that call for 'leaving no one behind'. The five interrelated components of NUPRP will contribute in achieving the SDGs, particularly the following: *SDG-1: No Poverty*; *SDG-5: Gender Equality*; *SDG-6: Clean Water and Sanitation*; *SDG 10: Reduced Inequalities*; *SDG-11: Sustainable Cities & Communities* and *SDG-13: Climate Action*. The NUPRP will also contribute to achieving *more than 50 of the SDG targets* through improvements in the livelihoods and living conditions of urban poor people.

Overall, the programme has made significant progress against all outputs. Despite the prolonged delay in the programme approval, the year 2019 witnessed a significant momentum across various output areas. The focus of this reporting period has been on institutional strengthening and developing the operational structures, mechanisms and guidelines at various level – both at the municipality level and at the community level – to institutionalize the processes for sustainable development. NUPRP endeavored to scale up from ten cities (A&B Category Towns) to a more robust and expansive portfolio of 20 cities; this will allow a much greater scale and arena for engagement and impact. The specific focus areas during the reporting include -

- Participatory poverty mapping and localized poverty reduction strategy workshops
- beneficiary selection, proposal development, approval and city level fund disbursement for socio-economic and infrastructure grants
- series of capacity building initiatives for staff, community facilitator and leaders, especially on Primary Group registration, grants verification and capacity assessments of Community Development Committees;
- recruitment of field level frontline staff, staff at the HQ

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<sup>1</sup> as per the HIES (2010),

- expansion of the programme into new cities/towns.
- finalization of AWP for C-Category Cities/Towns as well as revision of AWP for A& B Category Cities/Towns of 2019.

The programmatic approach focuses on priding each city with an integrated set of urban poverty reduction activities, in a way that supports better coordination between Output areas, enhances synergy between activities, and ensures pro poor response through community participation and ownership. At the **Output** level, the focus is on building the capacities of the community-based organizations including CDC, Cluster and Federations – to empower them to articulate their needs and to develop their own Community Action Plans based on their priorities; select, manage and monitor the grants (for Nutrition, education, Prevention of child Marriage, Business, Apprenticeship, infrastructure building) and act as a platform for community advocacy and action. When the urban poor are mobilized and their capacities strengthened, they can ensure inclusive development and hold the municipal authorities more accountable which is the **Outcome** of the programme. At the national level, the platform for urban policy dialogue and advocacy is being reactivated to ensure a more coordinated and strategic approach to inform the Eighth Five Year Plan.

During this reporting period, under **Output 1 (Urban Governance and Planning)**, decentralized local governance structures including *Ward Committees, Town Level Coordination Committees and Standing Committees* have been operationalized across five cities (Chandpur, Faridpur, Kushtia, Noakhali, Patuakhali). NUPRP has focused on consolidating programme interventions across 10 A & B Category Cities/Towns and initiating assessments in C Category cities. The assessments including city-wide Participatory Poverty Mapping, Institutional and Financial Capacity Assessments and Donor Mapping have resulted in developing *Urban Poverty Profiles* (3 cities - Patuakhali, Kushtia and Faridpur municipalities with a total of 10 city Urban Poverty Profiles) and *City Poverty Reduction Strategies* (2 cities - Patuakhali and Kushtia with a total of 9 city strategies developed till date). Decentralized local governance structures including *Ward Committees, Town Level Coordination Committees and Standing Committees* have been operationalized across five cities (Chandpur, Faridpur, Kushtia, Noakhali, Patuakhali).

Under **Output 2 (Community Mobilization and Active Citizenship)**, NUPRP focused on consolidating and strengthening the community-based organizations – Community Development Committees (CDCs), Federations and Clusters – through a range of capacity building sessions in order to empower them to engage effectively with the local government. Strengthened institutional capacities of CDC have led to the development of **525 Community Action Plans** across Category A Cities/Towns. The *Community Score Card (CSC) Toolkit* has been developed for assessment, planning, monitoring and evaluation of services provided by the leaders of the Community Organisations to promote participation, accountability and transparency between service users, providers and decision makers. The **Savings and Credit capacity of total 1472 CDCs** were audited in 8 towns/cities to understand their functional status.

Under **Output 3 (Economic Development and Social Wellbeing)**, significant progress has been made in facilitating the cash transfers under the Socio-Economic Fund (SEF) to improve the livelihoods of the poorest of the poor in the urban slums. Till date, total 25,000 SEF across 10 cities of Category A & B have been identified and approved including - 14,053 **Education Grantees** which were selected, verified and got rocket account number; 3469 **Grantees** were identified for **Apprenticeship Grants** and 6968 **Grantees** identified for **Business Grants**. Proposal submission by the Community Development Committees and the review and approval of contracts by the Programme Implementation Committee (PIC) at the Ward-level and through the Town Programme Board (TPB) at the City-level led to the development of **250 SEF Contracts** across 10 Cities/Towns. The 25,000 SEF funds have been transferred to CDCs Cluster Account and will be distributed to Grantees by December 2019. **Guidelines and Operational Modules for Safe Community Committee for Prevention of Violence against Women** have been developed. Strengthened capacities have enabled three cities (Patuakhali, Faridpur and Kustia) to complete the verification, shortlist the **Nutrition Conditional Food Transfer** beneficiaries and to prepare the community contract for them. A

total 120 severely acute malnourished children were identified and referred to the nearest SAM center of the Government for their treatment.

The progress against Output 4 (Housing and Land Tenure) indicators have been slower in comparison. During the reporting period, Institutional Development Strategy and Implementation Plan for Community Housing Development Fund (CHDF) was developed. The development of reactivation plan for existing CHDFs has been initiated in three cities (Chattogram, Rajshahi and Narayanganj). Interim Committee for CHDF Board of Directors has been set up to form new CHDFs in two cities (Khulna and Mymensingh). Vacant Land Mapping methodology has been piloted in two cities- Narayanganj and Chandpur.

Under Output 5 (Climate Resilient Infrastructure and Basic Services), significant progress has been made against the indicators. Strengthened capacities on implementing SIF Guidelines has resulted in operationalizing total 121 Settlement Improvement Fund (SIF) Contracts approved in 2018 with an average progress of 60% overall. Total 486 SIF Contracts based on the Community Action Plan (CAP) has been developed across 9 CAT A & B city/towns till date. Till date, 8 *Climate Change Vulnerability Assessment* with Infrastructure Assessment had been completed out of the 9 planned. The development of the operational strategy for Climate Resilient Municipality Infrastructure Fund has led to initiating the process of shortlisting Climate Resilient interventions by October 2019.

The Managing for Impact Unit (M4i – previously named RELU) focused on revising the M4i 2019 Workplan in order to streamline its activities to ensure strengthened quality assurance, results measurement/reporting, stronger accountability and wider cross learning. Key deliverables included facilitating the Second Round of Impact Evaluation; Spot checking and Grantee verification and capacity building for online Primary Group Registration.

On Communications, significant steps were taken to enhance the programme visibility in the public domain, raise awareness and highlight the importance of urban poverty reduction among the range of Stakeholders. The potential of these communication platforms and products will be maximized to serve as effective tools for advocacy and communicating results of the programme.

In Operations, the rate of fund utilization has been significantly achieved by incurring an expenditure of 80% of the part of budget allocated for 2019. The recruitment of staff has been on track for most of the key positions both at HQ and Town Level. More than 800 project staff (UNDP Contract Holders, UNV Community Organizers, Community Facilitators & Socio Economic and Nutrition Facilitators) have onboarded. We have organized orientation program for the newcomers to give them an overview of the project including organizational policies and procedures. In terms of Financial Management, the rate of fund utilization has been significantly achieved by incurring an expenditure of 80% of the part of budget allocated for 2019. The Finance officer have received a hands-on training on Financial management, Internal control System, Reporting procedures for four days.

During the reporting period, the Mutual Accountability Unit focused on promoting an ethical and accountable work culture, evaluating its internal control systems, responding to allegations of financial anomalies and taking corrective actions wherever required. To strengthen these accountability mechanisms, anti-fraud awareness raising, and capacity building measures were for frontline staff, community leaders and Social Auditors. Further, the programme has set-up hotlines, dedicated email account and regular mail to allow victims and witnesses to raise their legitimate concerns on corruption and safeguarding issues. NUPRP also revisited whistleblowing policy, anti-corruption policy, developed internal control framework, and conducted internal audits, factfinding activities and checked the beneficiaries' rocket account database.

As the programme gained momentum during this reporting period, it encountered challenges as well. The new project organogram has come into effect in this reporting period. The transition in the key senior

management positions in the project management has taken time to be stabilized while absence of a dedicated and supportive National Programme Director, the programme had been slow in implementation until June'19 (i.e. delays in signing the LOA, activating bank accounts, and mobilizing grassroots support). Hiring huge number of quality staff took more time and sometimes, it took two or three rounds of interviews to identify qualified, competent staff. Hiring of huge frontline staff at city level was very challenging due to political pressure/influence of several City Mayors. In some cases, it delayed all local level recruitments which, in turn, hampered in implementing the programme activities. In Barisal, the field operation was almost withdrawn for several months due to non-cooperation of the City Mayor.

To address these challenges, NUPRP took several steps and measures at different levels. All the staff are on board across the towns. The team kept clear communications, visited different City Corporations and Pourashava offices to coordinate with city authorities and engaged them in all levels of activities as well as field level staff recruitments. In addition, a recent Trip by NPD and NPM to Barisal City Corporation, there was a common understanding to start the programme activities as soon as possible. UNDP senior management has been following up the progress and meeting the project team time to time for trouble shooting and extending guidance. Additional capacity and assistance to the project is being provided through 'SURGE' mechanism to improve the operational efficiency and due-diligence.

## Results Achieved

### *Outcome: Improvements in the livelihoods and living conditions of poor people living in urban areas*

*Outcome Indicator 1: Major national policy instruments influenced: a) Eighth 5-year plan, b) urban sector development policy (USDP) (Cumulative)*

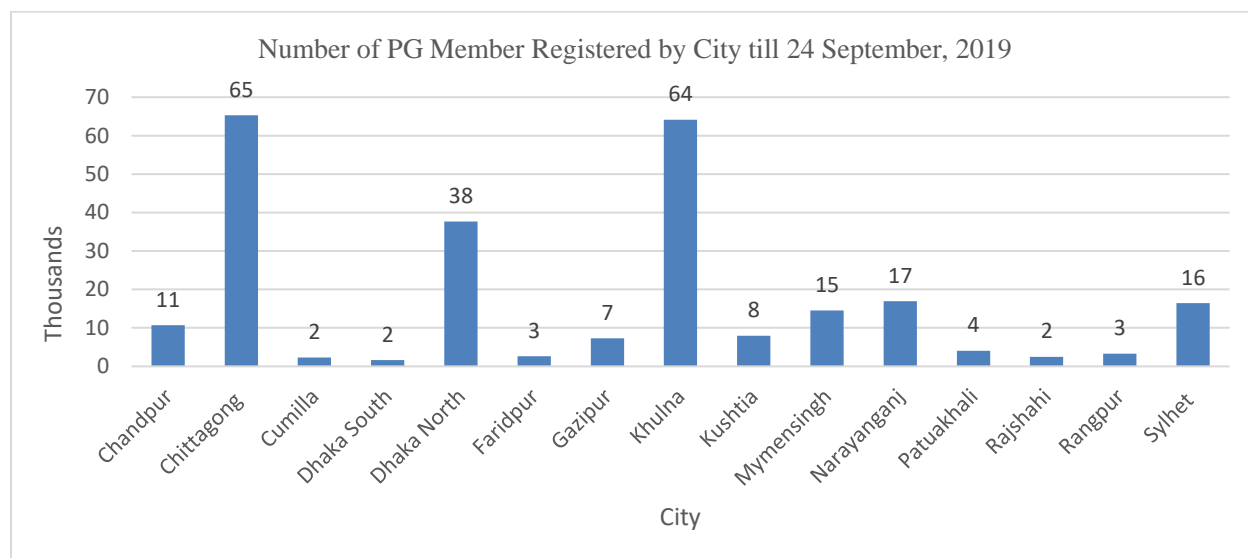
Recently, UNDP has embarked on the process of developing the United Nations Sustainable Development Cooperation Framework (UNSCDF) and new cycle of the UNDP Country Programme Document (CPD) including the Outcome Areas and their resulting Theories of Change. To gain deeper understanding of the emerging developments in the operational context (global, regional and national) for the new CPD, six areas have been identified for commissioning in-depth studies. These are Climate Change, Migration, Leaving No One Behind, The Fourth Industrial Revolution, New Global Order, and Urbanization. The insights from the Urbanization study for the CPD will provide strategic direction to the NUPRP. The [Urbanization study](#) will assess the spatial imbalance of urbanization in Bangladesh; the urban poverty trends in Bangladesh, challenges of governance and institutionalizing the planned urban vision of Bangladesh (urban poverty reduction, building better urban spaces. etc.). In this regard, the CPD urbanization study will be instrumental in informing the policy dialogue, institutional strengthening and strategic planning under the NUPRP.

Furthermore, in order to influence the drafting process of the forthcoming Eighth Five Year Plan from inclusive urban development perspective, UNDP/NUPRP plans to convene a [Policy Dialogue by forming a Policy Coalition](#) (comprised by seven organizations -led by UNDP with other members including Institute of Planners, Institute of Architects, Engineering Institutions, Mayors Association, Bangladesh Urban Forum, Coalition for the Urban Poor). The dialogue will bring the Planning Minister, Planning Commission members involved in the drafting process and major urban stakeholders of the country to engage in policy planning process. A team of urban experts will develop a set of recommendations to inform the dialogue process.

## ***Output 1: Improved coordination, planning and management in program towns and cities***

### *City Poverty Reduction Strategy (Ward Prioritization) developed*

The city-wide Participatory Poverty Mapping (which comprises Mohalla & Resource Mapping and Urban Poor Settlement Mapping) completed in 4 cities has resulted in developing City Poverty Reduction Strategy (Ward Prioritization) in two cities - Patuakhali and Kushtia based on the city's priority poverty indicators. This makes a cumulative achievement of total 9 cities. The process is underway in Dhaka North and Faridpur. During this process, the city authorities categorized the 16 different poverty indicators as high, medium and low. Based on the level of priorities, different weights were applied to the concerned indicators of the poor settlements to develop the consolidated priority list of Wards which are then categorized into 4 different poverty categories. Till date, the Poverty Mapping has been completed in total 12 cities and the process will be initiated in remaining 8 C category cities.



### *Institutional and Financial Capacity Assessments (IFCA) of the Local Government shared*

To build the capacity of the local government, it is necessary to understand their existing capacities from an institutional and financial perspective. During the reporting period, the Sylhet Report on IFCA has been finalized through a series of rigorous review and shared with the Sylhet City Corporation. A capacity building plan will be developed through a consultative process for the local government based on the IFCA findings. Additionally, the IFCA report has been completed in two more cities (Khulna and Kushtia) by the Consultancy Team - IPE Global and Power and Participation Research Centre, making it a total of three Cities. Further reports are still being drafted in 4 additional cities (Chandpur, Patuakhali, Faridpur and Narayanganj).



### *Donor Mapping findings shared with city stakeholders*

Three cities (Narayanganj, Dhaka North and Sylhet) have shared donor mapping reports with the concerned city stakeholders under the leadership of the Mayor. Once the findings are shared, the strategy for donor coordination at city level will be developed under leadership of the local government.

### *Ward Committees, Town Level Coordination Committees and Standing Committees activated/reactivated*

To strengthen the local governance, the programme builds the capacities of the Ward Committees to ensure they play a critical role in Ward-level planning and decision making by engaging the poor. During the reporting period, 63 Ward Committees in five cities (Chandpur, Faridpur, Kushtiya, Noakhali, Patuakhali) have been activated/reactivated, bringing it to a cumulative total of 72 Ward Committees in six cities.

The Town Level Coordination Committee (TLCC) is another important committee at the municipality level to ensure an effective pro-poor governance system. During this reporting period, four municipalities have revived their TLCCs (Faridpur, Kushtiya, Noakhali, Patuakhali), bringing it to a cumulative total of five municipalities.

In addition to the Coordination Committees, the programme is working with three Standing Committees namely Standing Committee on Women and Children, Standing Committee on Disaster Management, and Standing Committee on Poverty Reduction and Slum Development. These Standing Committees have been formed/reformed in six cities (Chandpur, Faridpur, Kushtiya, Noakhali, Patuakhali, Sylhet) by the local government, bringing it to a total of seven cities.

A National Consultant has been contracted to develop training modules to build capacities of the Ward Committees, TLCCs and Standing Committees.

### *Formation of City and Ward-level programme management structures and provide orientation to the Committee Members.*

<b>Decentralized Governance Structures</b>	<b>Number of Cities during Reporting period</b>	<b>Cumulative as of September 2019</b>
City /Town Programme Board (CPB/TPB)	12	19
City Steering Committee	11	12
Programme Implementation Committees (PIC)	10 (147 PIC)	11 (183 PIC)
Orientation training for PIC	8 (81 Pic)	(82 PIC)
Orientation training for SC	6	7

## **Progress against Output 1 Indicators**

<b>September 2019 LF Milestone</b>	<b>Progress</b>
<b>Indicator 1.1:</b> Number of Municipalities and City Corporations actively involving the poor in climate resilient and pro poor planning	As per the Evaluation Criteria agreed with DFID, 9 cities (Chandpur, Chittagong, Faridpur, Khulna, Kushtia, Mymensingh, Narayanganj, Patuakhali, and Sylhet) have met this target against the 2019 target of 8 city corporations  Participatory poverty mapping is going to start in 8 cities soon. CAP is underway in C category cities

September 2019 LF Milestone	Progress
<b>Baseline: 0</b> <b>Milestone: 8</b>	
<b>Indicator 1.2:</b> Number of Municipalities and City Corporations coordinating with stakeholders to improve / increase services focusing on the poor (through active involvement of standing committees, WLCC/ WC, TLCCs / CSCC) (Cumulative) <b>Milestone: 8</b> <b>Baseline: 4</b>	<p>Based on a scorecard of 3 criteria, this indicator has been achieved in 8 towns/cities (Chandpur, Chittagong, Faridpur, Kushtia, Noakhali, Patuakhali, Rangpur and Sylhet) as per the planned target.</p> <p>Local government is being mobilized to revive the Ward Committees and TLCCs in the municipalities of C category cities.</p> <p>According to the Evaluation Criteria, one city needs to fulfill at least two out of the 3 criteria. Among these three criteria, two are related to Ward Committee and TLCC which do not exist in city corporations. As result, for city corporations, where 3 Standing Committees are made functional, is considered as the main criteria to achieve this indicator.</p>
<b>Indicator 1.3:</b> Number of towns/cities with Pro-Poor Urban Resilience Strategies (PURS)* drafted (pro-poor and climate resilient) (ICF KPI 13) <b>Milestone: 4</b> <b>Baseline: 0</b>  * terminology has been changed from “Strategic Urban Resilience Plan (SURP)” to “Pro-Poor Urban Resilience Strategies (PURS)”	<p>Poor Urban Resilience Strategies (PURS) will be based upon the Localized Poverty Reduction Strategies. Although a complete PURS is yet to be developed, however, significant progress has been made towards this indicator.</p> <p>Localized Poverty Reduction Strategies has been drafted for 8 cities (Chandpur, Chattogram, Kushtia, Mymensingh, Narayanganj, Patuakhali, and Sylhet, Khulna, and). It has been shared with the city authorities in 6 cities. Therefore, it could be said that 1<sup>st</sup> part of PURS has been completed for 8 cities.</p> <p>Significant progress has been made in preparing ‘Chapters’ of the PURS, including:</p> <ol style="list-style-type: none"> <li>1) poverty mapping completed in 12 cities, and there are plans to start mapping in another 8 cities in coming months;</li> <li>2) pro-poor economic development strategy for 8 cities completed</li> <li>3) capacity building strategy for community organizations completed for 9 cities</li> <li>4) Urban Poverty Profiles completed for 9 cities, and</li> <li>5) Climate Change Vulnerability Assessment (CCVA) completed in 10 cities.</li> </ol>

## Challenges and Actions Taken

The key constraints related to Output 1 during the reporting period are presented in the following Table:

Constraints/ Impact on delivery (High, Medium, Low)	Actions Taken
<b>High</b> The programme Town level staff were recruited later than expected which impacted the delivery of activities	The recruitment and follow up orientation were expedited.
<b>Medium</b> For disbursement of cash transfers, the Town teams were consistently engaged in community	A more balanced workplan was developed in each city later this quarter to emphasize the progress on Output 1 related activities.

mobilizations for preparing for grants distribution. As a result, due to competing priorities, less attention was paid to governance issues.

## Planned Activities and Key Targets for the period October 2019 - March 2020

Indicator	Achieved April – Sept 2019	Cumulative Achievement (as on Sept 2019)	Planned for Oct 2019 - Mar 2020
Participatory Mahalla and resources Mapping completed	4 cities	12 cities	8 cities
Participatory Urban Poor Settlement Mapping completed	4 cities	12 cities	
City Context Workshop conducted	3 cities	8 cities	
Mapping Donor Efforts Report finalized		7 cities	8 cities
Mapping donor efforts findings with local government shared	3 cities	4 cities	
Urban Poverty Profile (UPP) completed	2 cities	9 cities	
Concept notes prepared for the development of training guidelines of the city and ward level management structures developed		3 concept notes	
Training Guideline Prepared for City/Town Programme Board, City/Town Steering Committee, and Programme Implementation Committee prepared		3 Training Guidelines	
Institutional and Financial Capacity Assessment (IFCA) of the local government completed	3 cities	3 cities	10 cities
Localized Poverty Reduction Strategies	4 cities	8 cities	3 cities
Pro-Poor Urban Resilience Strategy (PURS) completed			4 cities
Support to local government institutions to activate/ form coordination and standing committees provided			8 Cities Category A, B and C Cities)
Ward Committees (Paurashava only) formed and activated/ reactivated	5 cities	6 cities	
Town-Level Coordination Committee (TLCC) (Paurashava only) formed and activated/ reactivated	4 cities	5 cities	
Standing Committees (SC on Women and Children, SC on Disaster Management, and SC on Poverty Reduction and Slum Development formed and activated/ reactivated	6 cities	7 cities	
City/Town Steering Committee (CSC/TSC) formed	12 cities	13 cities	13 cities
City/Town Programme Board (CPB/TPB) formed	12 cities	19 cities	13 cities
Programme Implementation Committee (PIC) formed	10 cities (147 PICs)	11 cities (183PICs)	12 cities
Training Guidelines for capacity building of the members of Ward Committees, TLCCs and Standing Committees developed			5 Training Guidelines
Training for members of Ward Committees, TLCCs and Standing Committees delivered			1 TOT in 8 municipalities

## ***Output 2: Enhanced Organisation, Capability and Effective Voice of Poor Urban Communities***

### ***Community Action Plan (CAP) developed by Community Development Committees (CDC)***

Sustainable development requires the active involvement of the poor to identify their own priorities and solutions to address them. During the reporting period, total 306 CDCs were reactivated and 181 new CDCs were formed. The formation of Community Development Committees and strengthened capacities as a result of trainings led to the development of 481 Community Action Plans across 10 cities. The cumulative progress is 525 which is 88% against the annual target (600). The CAP is a community-level process, carried out by each CDC annually, to identify their problems, potential solutions, and to set annual development targets



### ***SWOT analysis of Savings & Credit component completed into 7 towns/Cities***

NUPRP carried out a SWOT analysis on Savings & Credit component in response to DFID recommendations of Annual Review 2018. The SWOT analyses were conducted in the first phase of 7 towns (i.e. Chattogram, Dhaka North, Khulna, Kushtia, Mymensingh, Narayanganj and Sylhet). The main purpose of the SWOT analysis is to assess the current condition/status of the savings and credit component, identify the risks and recommend appropriate mitigation measures. The analyses showed that 60% SCGs are functional, 54% of savings amount was used as loan, 15% loan is overdue, 7% loan withdrawn by the members and 98% CDCs updated records. One-Time Realization (OTR) and cash in hand situation was also analysed to understand the risk factor in internal control mechanism. On an average, 65% One Time Realization (OTR) and 18% cash in hand found across 7 old cities of NUPRP. Six major risk categories have been identified based on the findings of the SWOT analysis. These are: i) Operational risk, ii) Regulatory & Compliance Risk, iii) Credit Risk, iv) Financial risk, v) Reputational risk and vi) Fraud & Corruption risk.

### ***Savings & Credit of Community Development Committee (CDC) assessed***

Total 1472 CDCs audit were completed in 8 towns/cities to understand the baseline status. Savings & Credit audit in second phase towns/cities is underway and will be completed by end of December 2019.

### ***Community Score Card Toolkit developed to enhance accountability of Community Organisations***

NUPRP has developed four different measures to hold the Community Leaders accountable to ethical practices and good governance. These are Community Purchase Committees (CPC), Social Audit Committees (SAC), an app-based Beneficiary Feedback Mechanism and Community Score Card (CSC) Assessment. Set of guidelines and training modules have been developed for these measures except Community Score Card (CSC). During the reporting period, NUPRP developed the Community Score Card (CSC) Toolkit for assessment, planning, monitoring and evaluation of services



provided by the leaders of the Community Organisations to promote participation, accountability and transparency between service users, providers and decision makers.

*Capacities of Community Purchase Committees and Social Audit Committees strengthened*

NUPRP has formed 135 Social Audit Committee (SAC) and 360 Community Purchase Committee (CPC) to strengthen accountability, governance and transparency of Community Organisations (CDCs, Clusters & Federation). During the reporting period, training of 37 batches were held for Social Audit Committee (SAC) and Community Purchase Committee (CPC) wherein total 852 members of SAC & CPC participated. Of them, 828 were female and 24 are male. Since programme inception, training of 47 batches were held with 1102 SAC and CPC members. Out of them, 718 are CPC members and 384 SAC members.

## Progress against Output 2 Indicators

September 2019 LF Milestone	Progress
<p><b>Indicator 2.1:</b> Percentage of CDCs whose performance is judged "fully effective " on an objective and agreed scale to assess institutional effectiveness as a result of capacity building.  <b>Milestone:</b> 30%  <b>Baseline:</b> 0</p>	<p>Assessment Tools were developed which have been digitized and the data is fed into the online MIS system. The tools were used to collect the baseline data which has been completed in 2018. Follow-up annual progress assessment is underway in the First Phase. Simultaneously, baseline assessment is underway in Second Phase towns/cities. All assessment processes will be completed by October 2019.                      Meanwhile, 286 new CDCs have been formed and 1631 CDC have been reactivated. Therefore, total 1964 CDCs are now functional at city level. The programme also conducted 310 batches capacity building training for them.</p>
<p><b>Indicator 2.2:</b> Percentage of Federations whose performance is judged "fully effective" on an objective and agreed scale to assess institutional effectiveness as a result of capacity building  <b>Milestone:</b> 30%  <b>Baseline:</b> 0</p>	<p>Baseline Assessment has been completed in 8 Town Federations (Phase 1 old) and is underway in another 5 Town Federation (Phase 2). Moreover, annual progress monitoring against the baseline is underway and will completed by end of October 2019.                      Meanwhile, 8 Town Federations received six trainings e.g. Visioning, Action Planning, organisation development, Savings &amp; Credit management and Accounting &amp; Auditing etc.</p>
<p><b>Indicator 2.3:</b> Value of savings generated from savings and credit groups that can reduce the risk of climate shocks and stresses (ICF KPI 1) (Cumulative)  <b>Milestone:</b> GBP 7.6 million (Original)  <b>Milestone:</b> GBP 2.5 million (Proposed)  <b>Baseline:</b> 0</p>	<p>GBP 1.4 Million has been generated in 11 cities up to August 2019. Total 139,050 SCG members participated in savings &amp; credit activities in these 11 cities (Chattogram, Chandpur, Dhaka North, Faridpur, Gazipur, Khulna, Kushtia, Mymensingh, Narayanganj, Patuakhali and Sylhet). This progress will increase significantly by adding remaining 9 cities by end of December 2019.</p>

The following Table presents a summary of Achievements (for the reporting period and cumulatively) for key Indicators.

<b>Indicator</b>	<b>Achieved up to Sept 2018</b>	<b>Achieved between Oct 2018 to Sept 2019</b>	<b>Cumulative Achievement (as on Sept 2019)</b>
Number of new Community Development Committees (CDC) formed in 19 cities (Old +New)	47 CDCs	286 CDCs	333 CDCs
Number of existing CDCs reactivated in 13 former UPPR cities	1125 CDCs	506 CDCs	1,631 CDCs
Number of CDCs completed Savings & Credit Audit	0 CDCs	1472 CDCs	1472 CDCs
Number of SCG members participated in the Savings & Credit activities	55620	139,050	139,050
Total Amount of Savings Generated by the SCG members	0.04 Million GBP	1.4 Million GBP	1.4 Million GBP
Number of CDCs Completed Community Action Plan (CAP)	0 CDCs	525 CDCs	525 CDCs
Number of CDCs and Clusters leaders received capacity building training	0 Leaders	7817 leaders	7817 <sup>2</sup> Leaders
Number of Town Federation leaders received capacity building training	88 Leaders	20 Leaders	108 Leaders <sup>3</sup>
Number of staff TOT Training completed on different training modules	0 Module	09 modules	09 Modules
Number of Federations receiving training on 6 mandatory <sup>4</sup> trainings	09	9 Federations	9 Federations
Number of capacity building modules developed for Community Organisations	19	6 modules	25 modules
Number of Federations developing their own organisational profile	09	9 Federation	9 Federations
Number of Social Audit Committee formed	0	135	135
Number of Community Purchase Committee Formed	0	360	360
Number of Community to Community Learning visits completed	0	17	17

## Challenges and Actions Taken

The key constraints related to Output 2 during the reporting period are presented in the following Table:

<b>Challenges</b>	<b>Actions Taken</b>
<b>Impact on delivery (High, Medium, Low)</b>	

<sup>2</sup> One leader participated in multiple training courses

<sup>3</sup> Each Federation leader participated into 5 mandatory training

<sup>4</sup> The mandatory training includes 1) Visioning 2) Action Planning 3) Organisational Development & Management 4) Savings & Credit 5) Anti-Fraud and 6) Savings & Credit Accounting & Auditing training

<b>High</b> Front line staff (Community Organisations and Community Facilitators) and Savings & Credit Coordinator not recruited on time.	Paid community volunteers were engaged in Community mobilisation and Savings & Credit management activities.
<b>Low</b> Mobile app is not suitable to generate Savings & Credit report	As an alternative, Savings & Credit report is prepared in the excel format. Moreover, a financial software development process has initiated to overcome the challenge.

## Planned Activities and Key Targets for the period October 2019 - March 2020

The following Table presents the key activities for the next reporting period (Oct'19 -March 2020):

Planned Activities for October 2019 – March 2020	Key target (Considering A, B & C category Cities)
Form new CDCs	241 CDCs
Reactive CDCs in old (UPPR) cities	400 CDCs
Develop Community Action Plans (CAP) in 7 cities	316 CAPs
Conduct savings & credit baseline and SWOT assessment in 8 old (UPPR) cities	559 CDCs
Form Community Purchase Committees (CPC) and Social Audit Committees (SAC)	225 (219+6)
Conduct training for Community Purchase Committees and Social Audit Committees	25 batches
Conduct Basic ToT for Programme staff on different training courses (e.g. Democracy & Governance, Advocacy & Networking, Partnership and networking etc.)	2 TOT (Batches)
Conduct mandatory training to build capacity of Community Organisations (CDCs, Clusters & Federations)	125 batches
Organise community-to-community and city-to-city learning visits for Municipality/City Corporation officials and community leaders	25 community-to-community visits and 3 city-to-city learning visits.
Facilitate election for the CDCs, Clusters & Federation at A&B Categories cities	1490 CDCs 129 CDC clusters
Pilot Community Score Card assessment into 2 cities	02 cities
Develop Capacity Building Strategy for Community Organisations in relation to Savings & Credit	01

### ***Output 3: Improved Well-Being in Poor Urban Slums, particularly for Women and Girls***

#### *Local Market Assessment conducted, and Pro-poor Economic Development Strategy formulated*

9 out of 20 Local Market Assessments were conducted for NUPRP's livelihoods intervention in 2018. Has led to the development of the Pro-Poor Economic Development Strategy Out of 10 cities, five city level workshops have been conducted in order to develop pro-poor economic development strategy and remaining five will be covered by end of 2019.

### *Capacities to prepare and implement Socio - Economic Fund (SEF) Contracts strengthened*

Capacity building sessions were organized for the CDC Clusters led to strengthened capacities of 250 CDC Cluster leaders & CDC leaders on Socio Economic Fund across 10 towns to select grantees, carry out verification processes and implement the funding modalities. All 5000 plus Business and 4000 plus Apprenticeship grantees were oriented to identify skill and business opportunities.

### *Socio - Economic Fund (SEF) Contracts prepared and grants disbursed*

Strengthened capacities of the Community Development Committees enabled them to shortlist 25,000 plus out of the longlist of 1,47,730 PG members across 10 cities. The 250 contracts of the shortlisted Grantees prepared by the CDCs were approved by the Programme Implementation Committee (PIC) at the Ward-level and through the Town Project Board (TPB) at the City-level. Once approved at the City level, the 250 contracts were approved by the Programme Executive Board at NUPRP HQ comprising of a Technical Review for further fund transfer.



### *Socio - Economic Fund (SEF) grants disbursed*

Out of 15 SEF targeted towns for 2019, the preparatory work for disbursement of SEF grants have been completed across 10 town. After approval of the contract, the CDC cluster submitted a formal request to the Pourashava/City Corporation through the Town Manager and Member Secretary to transfer the first installment. However, the grants amount is transferred from city's account to Cluster account and it will be gradually distributed to the grantees by following standard procedure between October to December 2019. The Education and Apprentice Grant will be given to the Cluster on an installment basis (preferably two installments). The Cluster will then disburse the grants to the grantees on a monthly basis and the process will be completed by end of June 2020.

### *Guidelines and Modules developed for the Safe Community Committees (SCC)*

SCC formation Guidelines, modules on roles and responsibilities of Safe Community Committee, Campaign guidelines and sample Contracts (cultural team, School based campaign and day observation) led to the development of the 80 Safe Community Committees (SCCs) at Cluster level in six cities i.e., 30 in Khulna City Corporation, 12 in Sylhet City Corporation, four in Narayanganj City, four in Kushtia Municipalities, 10 in Mymensingh City Corporation, 20 in Dhaka North City Corporation till date. Compiled Safe Guarding mechanisms on Sexual harassment, abuse of authority and exploitation and shared with cities.

### *Training of the Trainers (TOT) on Nutrition organized based on City-level Nutrition Assessment*



The six-city level Nutrition contextual assessments conducted in Chattogram, Khulna, Sylhet, Mymensingh and Chandpur city led to the development of the Social Behavior Change Communication (SBCC) strategy of Nutrition Component with technical support of Alive & Thrive, FHI360. Based on the assessments, the capacities of the programme staff and Local Government Institutions (LGI) were strengthened in order to develop a cadre of trainers on nutrition. Capacities of total number of 256 Socio Economic Nutrition Facilitators (SENF) and LGI front line workers on Nutrition of the A & B category 10 cities were strengthened to enable them to conduct nutrition awareness activities e.g. nutrition counseling, nutrition education session, GMP and referral, etc. at the community level.



#### *Nutrition Conditional Cash Transfer under Nutrition Grants operationalised*

The strengthened capacities of 321 SENFs and COs of completing and verifying nutrition application enabled them to complete the registration and selection of nutrition beneficiaries. A total of 12,560 Pregnant Women, 30,626 Lactating Mothers and 34,027 children under 2 years of age have been registered in 10 Category A & B cities. Capacity building of around 245 Community Leaders and 219 SENFs on Nutrition Conditional Food Transfer (NCFT) at the city level enabled them to prepare a long list of 11,300 beneficiaries among the registered pregnant women and lactating mothers. Among these cities, three cities (Patuakhali, Faridpur and Kustia) have completed the verification, shortlisting of the NCFT beneficiaries and prepared the community contract of NCFT.



#### *Outreached activities on Nutrition expanded and strengthened*

Total 39,281 Pregnant Women and Lactating Mothers received individual counseling on nutrition. Strengthened awareness and capacities of the SENF enabled them to provide individual counselling to total 39,281 Pregnant Women and Lactating Mothers on nutrition on nutrition issues e.g. maternal health and nutrition, infant and young child feeding, growth monitoring and promotion, so on.

#### *Malnourished children screened using MUAC tape and referral*

Total 24,478 children of age 7-24 months have been screened by MUAC tape at their household level and their nutrition status was identified accordingly. A total 120 severely acute malnourished children were identified and referred to the nearest SAM center of the Government for their treatment.

#### *Partnership with UNICEF established*

Partnership with UNICEF was established for implementing a piloting intervention in Sylhet city for testing, documentation and policy advocacy regarding urban nutritional issues. This piloting intervention combines Nutrition Conditional Food Transfer, Baby Wash, IYCF and Maternal & Child Health. Dialogue have been established with Bangladesh National Nutrition Council (BNNC), Urban Primary Health Care

Programme-III for improving coordination, nutrition governance and referral services of the programme beneficiaries from national level to city/town level.

## Progress against Output 3 Indicators

September 2019 LF Milestone	Progress
<p><b>Indicator 3.1:</b> Percentage of education grantees completing the academic year in which they receive the grant <b>Milestone:</b> 85% <b>Baseline:</b> 0</p>	<p>This indicator is still in progress, but the following activities have been completed during the reporting period, as part of the building blocks for achieving the target. This will be measured towards the end of the year as part of the impact evaluation.</p> <ul style="list-style-type: none"> <li>• 14053 Education grantees selected, verified and got rocket account number in 10 cities (Category A &amp; B)</li> <li>• Community contract developed and approved by the PIC, TPB and Programme Educative board in 10 cities.</li> <li>• Monitoring and follow-up support provided to the 13000+ grantees in 7 towns who received grants in 2018.</li> </ul>
<p><b>Indicator 3.2:</b> Percentage of primary target groups (pregnant and lactating women) with improved awareness about nutrition issues above baseline <b>Milestone:</b> 80% <b>Baseline:</b> TBC by Dec 2019 (Baseline Survey)</p>	<ul style="list-style-type: none"> <li>• 03 CMNCC (Narayanganj, Sylhet and Chattogram City) formed.</li> <li>• A total 120 severely acute malnourished children identified and referred to the nearest SAM center of government for their treatment.</li> <li>• Established Partnership with UNICEF</li> <li>• 21,465 nutrition education session conducted with 19,208 Primary Group (PG) in 10 Cities (A&amp;B Category)</li> <li>• 11,300 beneficiaries long-listed of Nutrition Conditional Food Transfer</li> </ul>
<p><b>Indicator 3.3:</b> Number of CDC safe community committees functioning to address VAWG and early marriage issues <b>Milestone:</b> 100 Committees <b>Baseline:</b> 0</p>	<ul style="list-style-type: none"> <li>• 80 of Safe Community Committees (SCCs) formed at cluster level in 6 cities</li> <li>• Developed SCC formation Guideline, module on roles and responsibilities of Safe Community Committee, Campaign guideline and sample contract (cultural team, School based campaign and day observation) and NUPRP Gender Strategy.</li> </ul>
<p><b>Indicator 3.4:</b> Number of people with improved livelihood opportunities through SEF (ICF KPI 1) <b>Milestone:</b> 50,200 (20% M, 80% F) <b>Baseline:</b> 0</p>	<ul style="list-style-type: none"> <li>• 3469 grantees identified for apprenticeship grants in 10 cities</li> <li>• 6968 grantees identified for business grants in 10 cities</li> <li>• Community contract developed and approved by the PIC, TPB and Programme Educative board for SEF grants in 10 cities</li> <li>• SEF funds transferred to City account and then to the CDC Cluster Account</li> <li>• Provided follow-up and monitoring support to the SEF grantees in 7 cities in 2018</li> <li>• 6968 Business and 3469 Apprenticeship grantees got orientation to identify skill and business opportunities in 10 towns</li> <li>• Trained more than 250 community groups on SEF contract implementation</li> </ul>

<p><b>Indicator 3.5:</b> Number of CDC leaders received training related to VAWG and early marriage <b>Milestone:</b> 3750 CDC leaders <b>Baseline:</b> 0</p>	<ul style="list-style-type: none"> <li>• Training Needs Assessment for the staff and stakeholders is going on</li> <li>• Trained 60 SCC members on VAWG and early marriage</li> </ul>
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## Challenges and Actions Taken

The key constraints related to Output 3 during the reporting period are presented in the following Table:

<b>Constraints</b>  <b>Impact on Delivery</b> <b>(High, Medium, Low)</b>	<b>Actions taken</b>
<b>Medium</b> Inadequate Socio-Economic and Nutrition Facilitator (SENF) and Community Organizers (COs) on the ground to facilitate the community groups	Paid volunteers were provided to facilitate the community groups as well as capacity building support.
<b>Medium</b> Delays in signing the agreement with the City	UNDP took extra efforts with the Ministry and city to make it happen
<b>Medium</b> Community mobilization and formation of new community groups took more time than expected	NUPRP field level staff took extra efforts to mobilize community and form new groups.

## Planned Activities and Key Targets for the period October 2019 - March 2020

The following Table presents the key activities for the next reporting period (Oct'19 -March 2020):

<b>Planned Activities for October 2019 – March 2020</b>	<b>Key target</b>
Conduct Local Market Assessment for NUPRPP's livelihoods intervention	05 reports
Develop pro-poor economic development strategy	05 strategy
Train Mentors to plan and manage SEF Grantees businesses	15 cities
Orientation to the SEF grantees to identify skill and business opportunities	05 cities
TOT for programme staff on entrepreneurship development	20 cities
Train the CDC Clusters and CDCs on SEF beneficiary selection and contract implementation	15 cities
Establish partnership with the Skill Training providing Organization and Private Sectors for Job Placement	15 town
SEF grants Distribution	15 cities
Develop module on gender and VAWG in urban poverty context	01 module
Develop and print IEC, BCC materials (package)	20 cities
Train NUPRP staff on Gender and VAWG i.e. TM, Experts	20 cities
Strengthen capacity and establish partnership with the state and non-state actors for coordinating, referring and networking for victims' comprehensive support	01 partnership

Formation and activate the taskforce/safe community committees	56 committees
Train SCC, Federation, Cluster and CDCs, CO/ on function, roles and responsibilities of SCC and Gender	990 CDC leaders
Quarterly coordination meeting of safety committee	94 meeting
Mobilize community for campaign on stopping VAWG and EFM	21 events in 7 A category cities
City level nutrition context assessment	3 reports
TOT on Nutrition for programme staff	1 batch (26 Participants)
Basic Training on Nutrition for SENF and LGI front line workers at city level	11 batches (180 participants)
Training on Nutrition Grants Mechanism for SENF, CDC Cluster leaders, etc.	11 batches (310 participants)
Develop Nutrition and Women Friendly Business Corners (NWFBC)	60 Corners
Distribute Nutrition Conditional Food Transfer/Nutrition Grants	9,000 Grantees
Provide individual and family counseling on nutrition issues with the targeted pregnant and lactating mothers	15,000 Pregnant Women/20,000 Lactating Mothers
Facilitate Nutrition Education Session with Primary Group Member	13,000 PG that receives 39,000 sessions on nutrition issues
Screening malnutrition of 7-24 months children using MUAC tape and referral	26,000 screening for malnutrition and referrals to SAM accordingly
Formation and operationalize city level multi-sectoral nutrition coordination committee	17 committees
Organize creative social campaign engaging young boys and girls at urban poor settlement areas	400 socials in 20 cities
Organize mass awareness raising events on nutrition i.e. day observation, rally, video show (Global Hand Washing Day 2019 and National Nutrition Week 2020) in each city covering 20 city)	2 events

## ***Output 4: More Secure Land Tenure and Housing in Programme Towns and Cities***

### ***Staff Recruited***

There are two key positions for the progress of Output 4-i) Housing Finance Coordinator and ii) Housing Coordinator. Housing Finance Coordinator is already on board since May 2019. Recruitment for the Housing Coordinator is underway, and the potential candidate may be on board by end of October 2019. In addition, almost all the Housing and Infrastructure Experts/Officers were recruited for Category A, B and C towns/cities.

### ***Community Housing Development Fund (CHDF) strategies developed***

Institutional Development Strategy and Implementation Plan for Community Housing Development Fund has been developed by Mr. K. A. Jayaratne, an international consultant. In addition, a 3-days workshop was conducted in April 2019 with participation from CHDF Board of Directors (BoD) and Federation Leaders from five cities (Gopalganj, Rajshahi, Narayanganj, Chattogram and Dhaka North). In this workshop,

Participatory Institutional Analysis and Development Plan (Vision, Mission, Objectives, Strategies and Action Plans (VMOSA) were conducted to finalize institutional development strategy. In line with the Institutional Development Strategy and Implementation Plan, detailed reactivation plan for existing CHDFs has been formulated and shared with city/town programme teams as well as detailed work plan has been developed to form new CHDFs.

#### *Old CHDFs reactivated*

Reactivation process has been initiated in three cities (Chattogram, Rajshahi and Narayanganj) where a workshop was conducted with CHDF BoDs, CDC Federation Leaders, Local Government Institutions and programme team. In these workshops, SWOT analysis of existing CHDFs were done to finalize the reactivation process. At the end of the workshop, activities required to revitalize the CHDFs were laid out with timeframes. This reactivation plan has been shared with other cities for their preparation.

#### *New CHDFs formed*

To form new CHDFs, an interim committee for CHDF BoDs in two cities (Khulna and Mymensingh) has been formed after conducting workshops in each city with Community Organizations, Local Government Institutions and other stakeholders of CHDF (e.g. Cooperative Departments, Social Welfare Departments etc.). This interim committee will circulate concept, scope and benefits of CHDF in the poor communities as well as create a suitable environment for election of CHDF BoDs by December 2019.

#### *Tools Developed for CHDFs*

Operation Manual for CHDFs has been formulated by the International Consultant and then finalized with inputs from programme officials. In addition, guidelines for SWOT analysis of existing CHDFs and guidelines to evaluate eligibility of CHDFs for getting seed capital from programme have been formulated.

#### *Development of CHDFs Institutionalization Strategy underway*

To ensure sustainability of CHDFs in absence of Programme activities, it is necessary to establish CHDFs as formal Micro-Finance Institution under appropriate regulatory framework of the country. Regarding this issue, a meeting was conducted with high level officials of Microcredit Regulatory Authority on 23 September 2019 seeking their assistance in licensing process of CHDFs. They clarified the process of licensing and assured their cooperation for licensing understanding that CHDFs will work for development of urban poor communities with the support of Government. In addition, a meeting was held with National Housing Authority for exploring partnership opportunities.

#### *Vacant Land Mapping (VLM) piloted*

Piloting of VLM methodology has been completed in two cities- Narayanganj and Chandpur. VLM in other cities will be conducted by a consulting firm, for which a TOR has been drafted.

#### *GoB funded Housing Construction*

GoB has allocated fund for the housing construction under 2019-2020 fiscal year. This component will get full momentum with the joining of a fulltime Housing Coordinator who has already been selected. Prototype housing design has been development and preliminary list of potential land owned by the municipality has been collected. For housing construction, project team has visited the proposed site in Chandpur, Cox's Bazar and Patuakhali. In these cities, settlements have been identified and activities for confirmation of lands are ongoing.

## Progress against Output 4 Indicators

September 2019 LF Milestone	Progress
<p><b>Indicator: 4.1.</b> Number of CHDFs established / revitalized for climate resilient housing upgrades  <b>Milestone:</b> 18  <b>Revised Milestone:</b> 5  <b>Baseline:</b> 0</p>	<p>Establishment of new CHDF: Interim Committee for CHDF in Mymensingh &amp; Khulna has been formed. Capacity building plan is shared &amp; scheduled. Revitalization of existing CHDFs: Institutional Development Strategy and Implementation Plan has been prepared. In line with these, a detailed reactivation plan developed and shared with cities. In Chattogram, Rajshahi and Narayanganj, reactivation process started with SWOT analysis workshop.</p>
<p><b>Indicator 4.2.</b> Number of households using their CHDF loan to make their houses more climate resilient  <b>Milestone:</b> 3,000  <b>Revised Milestone:</b> 300  <b>Baseline:</b> 0</p>	<p>Rajshahi CHDF disbursed housing loan to 17 households during last quarter and cumulative number of households using CHDF loan to make their houses more climate resilient is 232 against the total 2019 target of 300.            However, no seed capital is disbursed among existing CHDFs since institutionalization is yet to complete.</p>
<p><b>Indicator 4.3</b> Number of households with improved tenure security  <b>Milestone:</b> 30,000  <b>Revised Milestone:</b> 0  <b>Baseline:</b>0</p>	<p>VLM is necessary to ensure improved tenure security. VLM has been piloted in two cities- Narayanganj and Chandpur.            Since Housing Coordinator is yet to be on board, progress of activities has been slow.</p>
<p><b>Indicator 4.4:</b> Number of households more climate resilient as a result of land readjustment, land sharing, land consolidation  <b>Milestone:</b> 1,500  <b>Revised Milestone:</b> 0  <b>Baseline:</b> 0</p>	<p>The activities will be initiated by end of this year by the recently recruited Housing Coordinator.</p>

The following Table presents a Summary of Achievements (for the reporting period and cumulatively) for key Indicators.

Indicator	Achieved up to March 2019	Achieved between Apr – Sept 2019	Cumulative achievement (as on Sept 2019)
Workshop for Participatory Institutional Analysis and Development of Action Plans completed	-	1 (for five existing CHDFs)	1
Institutional Development Strategy and Implementation Plan Completed	-	1	1

Indicator	Achieved up to March 2019	Achieved between Apr – Sept 2019	Cumulative achievement (as on Sept 2019)
Number of workshops conducted to initiate reactivation process of existing CHDFs	-	3	3
Number of Interim Committee formed for new CHDFs	-	2	2
Number of cities/ towns in which VLM field survey completed (Narayanganj, Chandpur)	2 (Field survey)	0	2

## Challenges and Actions Taken

The key constraints related to Output 4 during the reporting period are presented in the following Table:

Impact on delivery (High, Medium, Low)  Constraints	Actions Taken
<b>High</b> Setting semiannual targets for March-September 2019 without complete Institutional Development Strategy and Implementation plan as well as in absence of Housing Finance Coordinator	Targets for the year have been revised following Institutional Development Strategy and Implementation Plan completed by the Consultant and with inputs from Housing Finance Coordinator
<b>High</b> Housing Coordinator not on board	Housing Coordinator is expected to be on board by end of October 2019

## Planned Activities and Key Targets for The Period October 2019-March 2020

The following Table presents the key activities for the next reporting period (October 2019-March 2020):

Planned Activities for October 2019-March 2020	Key target
Hire a Firm to Conduct Vacant Land Mapping survey	1
Conduct city level workshops on the results of VLM piloted in two cities	2
Completion of VLM in Cities/Towns	5
Conduct PIA and VMOSA workshop for five CHDFs	1 (3-days workshop)
Make CHDFs eligible to receive seed capital from programme/Complete reactivation process of CHDFs	2 cities
Complete training guidelines for CHDF BoDs	1
Conduct TOT workshop on training guidelines	1 (with IHOs of all cities)
Complete audit of accounts of existing CHDFs and Conduct AGM	8 Cities
Conduct election for CHDF BoDs	8 Cities
Train CHDF Boards and Community Organizations in Operations and Governance Structure of CHDFs	8 Cities
Develop Financial Management software for CHDFs	1
Support CHDFs to establish themselves officially	8 Cities
Finalize design of low-cost housing for the urban poor communities	1

Planned Activities for October 2019-March 2020	Key target
Start Housing Construction activities in Pauroshavas	3 Pauroshavas

## ***Output 5: Improved Resilient Infrastructure in and Serving, Low-Income Settlements***

### *Institutional Capacity Building on Settlement Improvement Fund (SIF)*

During the reporting period, capacities of 1681 persons through 47 batches of training were strengthened including Mayor, City/Municipality officials, Federation, Cluster and CDC leaders on Guidelines for implementing the Settlement Improvement Fund (SIF). See below the details:

Name of the Training	No of Batch	No of participants	Participants type	City/Towns covered
Orientation of the LGI key staff, Cluster and CDC leaders on SIF Implementation guideline	05	251	Mayor, Councilors, PS officials, Federation, Cluster and CDC leaders	Chandpur, Narayanganj, Kustia & Potuakhali`
CDC Training on SIF intervention selection & verification	17	595	CDC Leaders	Faridpur, Chandpur, Narayanganj, Kushtia, Potuakhali & Rangpur
CDC training on Proposal development & Contract Management	22	754	CDC leaders	Faridpur, Chandpur, Narayanganj, Kushtia, Potuakhali & Rangpur
Mason Training on SIF implementation	3	81	Masons	Khulna
<b>Total</b>	<b>47</b>	<b>1681</b>		

### *Progress of 2018 SIF Contracts tracked*

Total 121 SIF Contracts granted in 2018 are being implemented in 2019. The total contract value of these 121 SIF contracts are 0.622 m USD. Among 121 SIF Contracts, Khulna, Mymensingh and Chandpur has 100, 16 & 5 contracts respectively. The average progress of the interventions is 60%. The progress against the planned targets are stated below:

Name of the City/Town	Footpath (m)		Drain (m)		Drain Slab (m)		Twin Pit Latrine (No)		Community Latrine (No)		Shallow Tube well (No)	
	Plan	Comp	Plan	Comp	Plan	Comp	Plan	Comp	Plan	Comp	Plan	Comp
Khulna	10136.4	4368.25	1643.8	992.2	294.75	93	631	232	0	0	0	0
Chandpur	551	389.15	758	373.81	93	38.55	21	5	1	1	0	0
Mymensingh	1702	1277	1122	723	1202	436	41	32	0	0	23	16
<b>Total</b>	<b>12389.4</b>	<b>6034.4</b>	<b>3523.8</b>	<b>2089.01</b>	<b>1589.8</b>	<b>567.55</b>	<b>693</b>	<b>269</b>	<b>1</b>	<b>1</b>	<b>23</b>	<b>16</b>

### *Quality of Construction of the 2018 SIF Interventions Assured*

The Field Engineer, Clusters and Federations regularly monitored the quality of SIF interventions. For the concrete work like footpath, drain, drain slab, Twin pit latrine, community latrine, mixing ratio (1:2:4) of



the concrete with necessary compaction is properly ensured. For reinforced cement concrete work like drain slab, Community latrine, necessary reinforcement with concrete mixing ratio and compaction is ensured. For the Shallow Tube well, necessary depth of the suction pipe is ensured, maintaining the tube well platform size with quality. Moreover, for the Twin pit latrine, the distance between the bottom of the pit to the ground water table is ensured at least 2 meters so that pit cannot contaminate the ground water table. The horizontal distance between Twin pit latrine and drinking water source is also ensured to be more than 10meter to avoid water contamination. In addition, all the hardware interventions are implemented adhering to the necessary drawing/design/Bill of Quantities.

#### *2019 SIF Contract under process*

Upto the reporting period, nine City/Towns under CAT A & B city/towns have prepared 486 SIF contracts based on the Community Action Plan (CAP) which amounts to 4.2 m USD. From remaining Category C four Cities, another 205 SIF contracts will be received by the end of October 2019. Under the 486 SIF Contracts of category A & B city/towns, the interventions summary is as follows:



SL No	Planned Interventions	Unit (No/metre)	Remarks
1	Twin Pit latrine	2715 nos	Category A & B City/Towns
2	Septic Tank of different user no	20 nos	same
3	Community Latrine	26 nos	
4	Footpath	65321 M	
5	Drain	24101 M	
6	Drain Slab	21045 M	
7	Shallow Tube well	72 nos	
8	Deep Tube well	325 nos	
9	Deep Tube well with Submergible pump	91 nos	
10	Deep Tube well Platform	289 nos	
11	Bathroom	311 nos	
12	Stair case for hilly areas	02 nos	
13	Guide Wall as Slope protection	01 nos	
14	Dust bin	28 nos	
15	Community Resource Centre	01 no	
16	Street Light	22 nos	

The first installment of these 486 Contracts under category A & B has been transferred to the 9 City/Towns. The implementation will begin as per the SIF implementation guidelines.

*Climate Change Vulnerability Assessment (CCVA) with Infrastructure Assessment prepared to inform the Climate Resilient Municipality Infrastructure Fund (CRMIF)*

The objective of the CCVA is to increase understanding at the city-level about the areas that are most vulnerable to climate change and what feasible counter-measures are possible. A CCVA methodology was developed and piloted in Chandpur during the previous reporting period. During the reporting period, the CCVA was completed in 5 City/towns like Sylhet, Faridpur, Khulna, Potuakhali and Kushtia in consultation with varied stakeholders to analyze climate impacts on the city and possible solutions. In addition to the



CCVA, ADPC (partner to conduct the CCVA) also prepared Infrastructure Assessment under each town/city which will have a direct linkage to the CRMIF (Climate Resilient Municipality Infrastructure Fund). During the last reporting period, three CCVA with Infrastructure Assessment were done and upto now, eight CCVA with Infrastructure assessment had been completed out of the planned 9.

*Operational Strategy for Climate Resilient Municipality Infrastructure Fund (CRMIF) developed*

During the reporting period, the CRMIF operational strategy was developed which specifies how CRMIF component will operate under different climate hazard prone wards under different City/towns. The CRMIF operational strategy also includes funding mechanism, CRMIF planning process, different implementation modality like community contracting and PPR (Public procurement Rules) 2008 of GOB, Environmental compliance with Governance criteria linkage. Following the Operational Strategy, by this reporting period, 2 task force had been formed by Khulna CC and Chandpur. They are now in process of short listing the Climate resilient long list interventions following some basic Climate resilience criteria. Moreover, during the reporting period, a local consultant had been recruited who is working on developing the detailed CRMIF implementation guidelines.

*Fecal Sludge Management under Different City/Towns*

During the reporting period, the operational challenges of implementing fecal sludge management activities were assessed in cities/towns which have fecal sludge treatment plant. Khulna, Kushtia, Faridpur, Gopalganj, Chottogram & Syedpur had the fecal sludge treatment plant but they do not have enough Vacu-tug to carry the sludge to the treatment plant. To resolve the challenge, NUPRP decided to distribute 12 Vacu-tugs (08-2000L Capacity and 04-1000 L capacity) to these city/towns to regularly operate the fecal sludge management. During the reporting period, this assessment and specification for the vacu-tug has been developed and the procurement process has started. Moreover, in future, NUPRP is planning to develop partnership with SNV Netherlands or other suitable qualified organizations to implement new fecal sludge interventions like DEWATS (Decentralized Waste Water Treatment System).

**Progress against Output 5 Indicators**

September 2019 LF Milestone	Progress
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September 2019 LF Milestone	Progress
<p><b>Indicator 5.2:</b> Number of Climate Change Vulnerability Assessments (CCVAs) completed (IFC KPI 15, Innovation)  <b>Milestone:</b> 9  <b>Baseline:</b> 0</p>	<p>During the last reporting period, 3 CCVA with Infrastructure Assessment were done and upto now, 8 CCVA with Infrastructure assessment had been completed out of the planned 9.  In the coming months, ADPC will conduct the same for the remaining city- Dhaka North City Corporation.</p>
<p><b>Indicator 5.3:</b> Number of people supported to cope with the effects of climate change through SIF and CRMIF (ICF KPI 1)  <b>Milestone:</b> 731,250  <b>Baseline:</b> 0</p>	<p>Through the 2018 121 SIF contracts, by this reporting period, the programme supported 8691 persons by constructing Footpath, Drain &amp; Drain slab.</p>
<p><b>Indicator 5.1:</b> Number of people with sustainable access to 1) clean drinking water, and 2) sanitation sources  <b>Milestone:</b> 145,689 (water); 276,288 (sanitation)  <b>Baseline:</b> TBC</p>	<p>By the reporting period, 269 Twin pit latrines were constructed out of 693 nos. One Community latrine was constructed. Through this Twin Pit Latrines and Community Latrines, 3214 people are able to access safe sanitation.  -By the reporting period, 16 Shallow Tube wells had been installed which will serve clean water to 1200 persons.</p> <p>LF milestones are currently under review and will be submitted by October 2019.</p>

The following Table presents a summary of Achievements (for the reporting period and cumulatively) for key Indicators.

Indicator	Achieved up to March 2019	Achieved April -Sept 2019	Cumulative Achievement (as on Sept 2019)
Number of CCVA reports completed	3	5	8
Number of infrastructure assessments completed with the CCVA (Barishal IA is still pending)	2	5	7
Number of city-level stakeholder consultation on CCVA completed	2	5	7
486 SIF Contracts prepared, approved and implementation initiated	121	486	607
Number of infrastructure design templates drafted	6	10	16
Number of draft monitoring formats for the hardware implementation developed	4	0	4

## Challenges and Actions Taken

Impact on delivery (High, Medium, Low)	Actions taken
Constraints	

<b>High</b> The prolonged absence of NUPRP technical staff (Infrastructure City Experts, Community Organiser's/ Facilitators) resulted in delayed results.	Recruitment process completed for all targeted Cities and all experts were on Board during the beginning of September 2019. Moreover, to gear up the implementation of SIF activities, additional 10 Engineer Consultants have been proposed who will be on board beginning of October-2019
<b>Medium</b> Unexpected rain or prolonged rainy season is disrupting the implementation	NA
<b>Medium</b> Price hike of the Construction Material like bricks	Communicate/negotiate with brick field owner to procure bricks for all CDC together
<b>Medium</b> Lack of Hygiene promotion awareness campaign within the output-5 budget	Negotiated with the Nutrition component as they have awareness campaign budget where Water and Sanitation issues (with safe water chain issues) will also be incorporated.

## Planned Activities and Key Targets for The Period October 2019-March 2020

The following Table presents the key activities for the next reporting period (October 2019-March 2020):

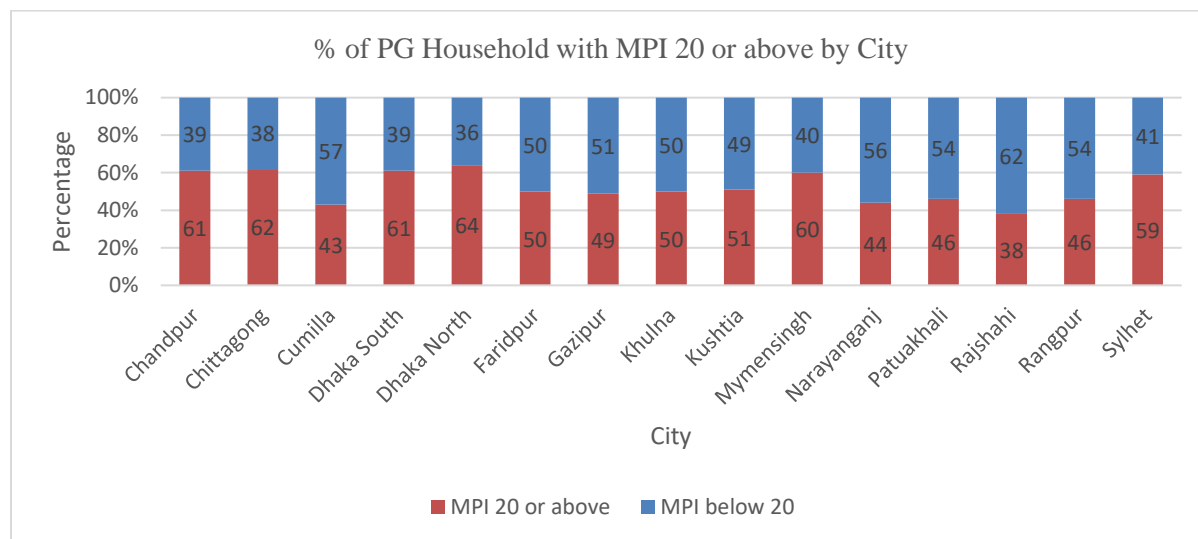
Planned Activities for October 2019– March 2020	Key Target
CDCs and relevant local government officials trained on the implementation process of SIF	60 batches
CDCs and relevant local government officials trained on management and maintenance of SIF infrastructure	60 batches
Train the CDCs on SIF Infrastructure construction	120 batches
Train Mason on SIF infrastructure construction	30 Batches
Number of CDCs facilitated to develop their SIF proposals for 2019-planned 205 by October 2019	205 CDCs
Number of CDCs facilitated to develop their SIF proposals for 2020	850 CDCs
Number of SIF projects completed for 2018 by November 2019	121 Sif Contracts
Implementation guideline developed for Climate Resilience Municipal Infrastructure Fund (CRMIF)	Implementation Guideline
CRMIF Interventions are piloted under Khulna and Chandpur for 2018	
Number of Town/Cities in which CRMIF projects are identified for 2020 (More Cities/Town will be included under CRMIF grant following both models of Community contracting and PPR 2008).	

## Cross Cutting Areas: Innovations, Gender, Disability, M4i, Operations, MAU

### Innovations

To prepare an Urban Poverty Profile (UPP) in its all targeted cities and towns, NUPRP has introduced an innovative, participatory and community-led mapping of information collected at *Mahalla* level and Poor Settlement level with active participation of community people and local partners. In this process, data is collected on a variety of indicators on socioeconomic, infrastructure, land tenure and housing conditions of

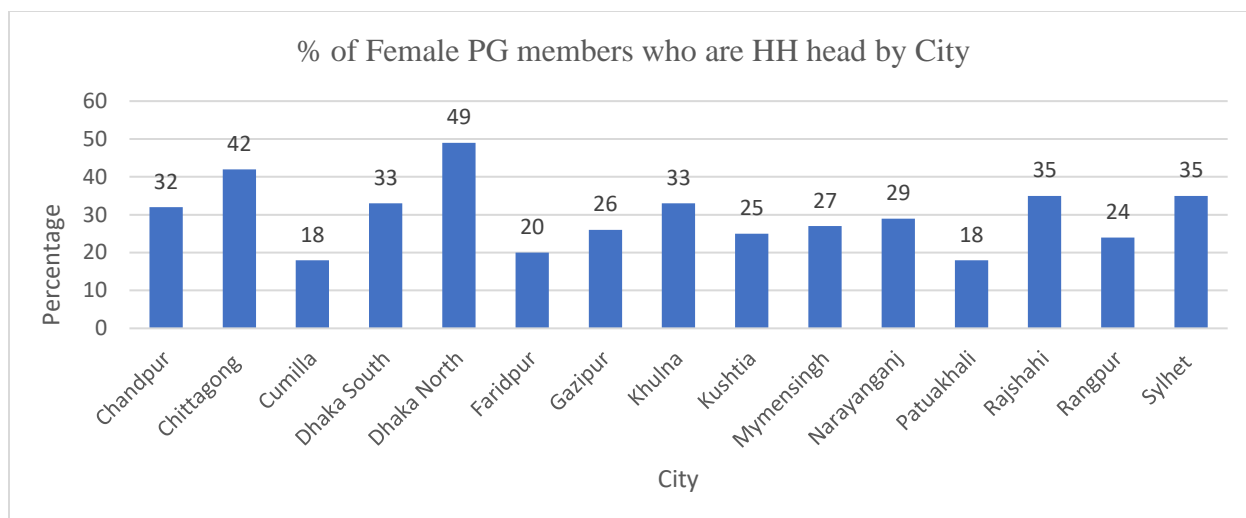
the poor settlements across the mahallas of the wards. Satellite imagery and GIS software are used to develop visual graphics of the maps. The UPP has contributed significantly to various programmatic decisions including SEF grant distribution, SIF infrastructure selection, and so on. Urban Poverty Profile was developed for Patuakhali, Kushtia and Faridpur municipalities during this reporting period. UPP for Dhaka North city corporation is under the process of completion. Previously Urban Poverty Profile was prepared for 7 cities (Category A cities). During this reporting period, the Mayor and the city stakeholders showed interest and commitment to the UPP in Chattogram and expressed the need to update the profile in 2020 as the data was collected in 2017.



## Gender

Gender equality and empowerment has been central to NURP and gender issues have been effectively mainstreamed across all programmatic approaches. Through its support to the decentralized governance, NUPRP aims to make the Local Governments more gender responsive by prioritizing their needs in the plans at the ward and city level through participatory poverty mapping.

The programme also supported in empowering the women and their leadership capacities through consolidating and strengthening the community-based organizations – Community Development Committees (CDCs), Federations and Clusters (99% community organizations leaders are women). The Programme also engaged 40 to 50% men along with women in developing 525 Community Action Plans across Category A Cities/Towns.



The programme also facilitated cash transfers for business development to economically empower the women under the SEF grants. In addition, both boys and girls received education and apprenticeship grants with the aim to prevent early marriage, reducing the drop-out rate and developing job skills.

For nutrition component, the focus was shortlisting the pregnant women as beneficiaries for Nutrition Conditional Food Transfer. Around 80 Safe Community Committees have been constituted at Cluster level in six cities to create awareness and mobilize communities in preventing Gender Based Violence.

Women leaders of respective Federations/Clusters and the male members of the respective beneficiaries' households have been engaged while developing Institutional Development Strategy and Implementation Plan for Community Housing Development Fund (CHDF).

Attention had been paid to gender perspectives while designing and construction of public toilets. Toilets have been constructed in order to make them accessible to women and children, especially for disabled, and for transgenders. Furthermore, while women community leaders lead the grants management process, the construction of the projects has been mostly handled by men.

## Disability

The programme has taken initiatives to integrate disability issues across its various approaches to make the inclusive and to respond to the needs of the marginalized populations. During this reporting period, the programme has taken the following actions:

- Formed a core working group among the project staff for working on disability issues and its inclusion and integration
- Developed mapping tools for identifying disability focused institutions, organizations and service facilities at national and city/town level
- Hired a consultant for developing a disability strategy, training modules and capacity building of project staff and community organizations
- Identified the area of integration and inclusion issues of disability across the project components
- Initiated to develop a partnership with national level and city/town level disability-focused organizations and service providers
- Incorporated disability issues in MIS and identified the PWDs among the project beneficiaries and priorities them in the process of SEF, SIF and Nutrition Grants for ensuring their inclusion

- Organized a meeting with BRAC for collaboration and partnership on disability issues

## **Managing for Impact (M4i)**

The Monitoring & Evaluation Unit of NUPRP – previously called RELU - has been renamed as **Managing for Impact (M4i)**. Comprehensive, revised 2019 M4i Workplan with priorities was developed to ensure strengthened quality assurance, results measurement/reporting, stronger accountability and wider cross learning.

### *Impact Evaluation*

After the finalization of Impact Evaluation Methodology in February 2019, the Consortium comprising of Human Development Research Centre (HDRC) and the University of Rotterdam (International Institute of Social Studies) conducted the First Round of Baseline Survey in May 2019 in 7 cities covering 1835 sample households. Key findings of the 1<sup>st</sup> Round Baseline Survey have been shared with NUPRP and will be presented at the Steering Committee for the Impact Evaluation in October 2019. The Second Round of Baseline Survey will be conducted in 15 cities in October 2019. A consolidated baseline report will be submitted in December 2019.

### *Online Management Information System (MIS) System*

#### *a. Primary Group (PG) Member Registration*

During the reporting period, about 100,000 PG members had been registered in 15 cities. As on September 2019, a total of 267000 PG members have been registered across the 15 cities onto the online MIS. The online MIS provides a summary of the PG members profile (livelihoods, age, gender, deprivations and location) by synthesizing all the data flowing from the cities/towns. Data shows that NUPRP has distributed around 32,000 Grants during the reporting period and selected another 25,000 Grantees. PG member registration has been an effective monitoring tool used to facilitate and monitor the Grant allocation, receipt and utilization especially to the worst-off target groups. The system helps to generate a long list of eligible grantees based on the selection criteria which is further used by the CDC to shortlist and finalize the Grantees post verification.

#### *b. Staff Training on Online MIS System*

Total 13 batches of PG Member Registration Module training have been conducted for total 520 Community Facilitators and Community Organizers in 10 ‘A’ and ‘B’ Category cities. The Regional M&E Officers, M&E Officer, Programme Headquarter and MIS Officer, M4i from HQ facilitated these training at Dhaka North, Mymensingh, Narayanganj, Sylhet, Chandpur, Chittagong, Kushtia, Khulna, Patukhali and Faridpur. Another 10 batches of Nutrition Registration Module training have been conducted in 10 cities for to Socio Economic and Nutrition Facilitators and Community Organisers. These training enabled the CF and COs to complete the PG and Nutrition registration on a regular and timely basis with accuracy.

#### *c. Spot Checking and Verification of Grantees/Grants*

To strengthen the overall accountability of the programme, especially the Cash Transfer components under Output 3 and 4, regular spot checking and verification of beneficiary registration, grantee selection for SEF and disbursement of grants on a sample basis is carried out in 10 A and B Category cities. Regional Monitoring and Evaluation Officers led the spot checking and verification exercise along with the Town teams. Around 5% of the PG members and selected SEF grantees were verified and necessary corrective measures were taken to ensure appropriate targeting of community members and proper disbursement of grants to the beneficiaries.

### *Revision of Logframe*

In order to update the logframe, a peer review of the existing logframe by the Programme staff was held. Based on the recent feedback received from DFID, a second round of revision will be made to streamline the Indicator set in the logframe.

#### *Quarterly Regional Monitoring & Evaluation Officer's Coordinator's Meeting*

The Quarterly Regional M&E Officer's meeting was organized to streamline the M&E activities at Dhaka and Regional level and share the various activities on the M&E.

## **Planned Activities and Key Targets for The Period October 2019-March 2020**

The following Table presents the key activities for the next reporting period (October 2019-March 2020):

<b>Planned Activities for October 2019 – March 2020</b>	<b>Key target</b>
Second round of Baseline Survey to be conducted	20 Cities, All interventions
PG registration training	5 batches in 5 cities
Refresher training on the application of online system	20 batches in 15 cities
100,000 additional Primary Group members to be registered	100,000
Post verification of 2018 grants	32,650
Verification of community infrastructure	121 contracts in 3 cities
CDC Assessment (support to Output 2 Coordinator)	1 combined CDC assessment report (follow-up in existing towns/ cities and baseline in new towns/ cities)
Federation Assessment (support to Output 2 Coordinator)	1 combined Federation assessment report (follow-up in existing towns/ cities and baseline in new towns/ cities)
S&C reporting established (the first report will act as the first baseline)	1 consolidated baseline
Logframe Revision	Second Round of logframe revision to be organized
Internal Annual Review	Internal Annual Review of the NUPRP will be organized in first week of November.
Providing inputs for the UNDP Corporate Reporting system	December 2019
Coordinating, quality assuring and consolidating the NUPRP 2020 Annual Workplan	December 2019

## **Communications**

Under *Communications*, some key communication mechanisms were set up which are outline below :



**Programme Inception/Launching Events:** Programme Inception/Launching Events took place at Dhaka South City Corporation, Rangpur City Corporation, Rajshahi City Corporation, Cumilla City Corporation and Gazipur City Corporation during the reporting period. Mayors of the respective City Corporations, senior city corporation officials, Councilors, female councilors and federation members attended the programmes.

**South South Cooperation:** Under NUPRP, a delegation from the Philippines Government and United Nations Development Programme (UNDP) visited Narayanganj City Corporation in September to learn and share experiences on urban poverty using digital platforms. The Delegation met Dr Salina Hayat Ivy, Mayor of Narayanganj City Corporation and discussed UNDP & DFID's initiative on urban poverty reduction.

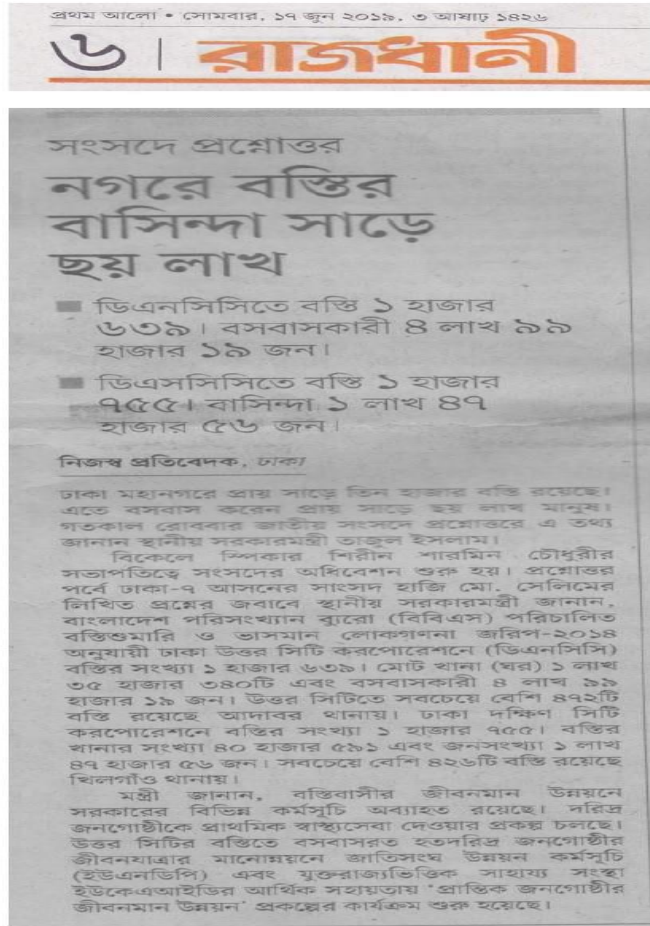
**Visit by Journalists from Germany:** In July, a team of senior journalists from Germany visited Sat Tala slum at Mohakhali to capture how Bangladesh is tackling urban poverty. They showed keen interest on issues of malnutrition, living conditions surrounding the slums and IT skills amongst the young people.

**Publications of Visibility Materials:** Several visibility materials were also published in order to enhance the visibility of the programme in the public domain as well as the stakeholders. A **programme brochure** has been developed in both English and Bengali language.

**Programme Infograph:** A one-pager programme infograph has been developed for advocacy purpose. The aim of this infograph is to offer a glimpse of the whole programme in a nutshell.

**Programme Website:** The programme website - [www.urbanpovertybd.org](http://www.urbanpovertybd.org) – has been developed and launched. Process is underway to host the website with the Bangladesh Computer Council (BCC), which is Government-owned and offers free of cost hosting services. More importantly, the website will remain in the Government data center even after ending of the NUPRP programme.

**Social Media:** So far, one of the most successful communication initiatives of NUPRPP is perhaps its facebook group page (<https://www.facebook.com/groups/urbanpovertybd/>). Created on May 20, 2019, this has attracted grassroots level staffs as well as federation leaders and CDC leaders who are actively contributing narratives and photos of their development activities to the group. Till August, facebook group page of NUPRP received a total of 274 Posts (+61% rise from the previous period) 216 Comments (+69% rise from the previous period) 7,619 Reactions (+160% rise from the previous period) in the 60 days between July-September, 2019.



*Twitter page:* NUPRP’s tweets earned 303 impressions over 28-day period between August-September period.

## Planned Activities and Key Targets for The Period October 2019-March 2020

The following Table presents the key Activities for the next reporting period (October 2019-March 2020):

- Half-day programme orientation for Journalists in Category A Cities/Towns (At least three by October 2019)
- Video Story on NUPRP (documentary on interventions, beneficiary’s testimony etc. to be initiated and shot by November 2019)
- Organise Stakeholder’s Conference: Towards Inclusive Cities
- X-stand festoons & Infograph with key messages for CO & city corporations/paurashavas
- Success Story/Human Interest Story
- Factsheet on Specific Component Areas
- Development of IEC/BCC materials
- Campaigns (MAU, gender issues, nutrition issues etc.)

## Operations

### Human Resources

Following positions have been recruited during the reporting period.

Staff joined from April 1 <sup>st</sup> – 30 <sup>th</sup> August	Total staff Onboarded till 30 August
47	114
Staff Recruited	Numbers
Socio Economic & Nutrition Officer	6
Housing Finance Coordinator	1
Monitoring and Evaluation Coordinator	1
Monitoring and Evaluation Specialist	1
Internal Audit Officer	1
Town Manager	1
Finance and Admin Officer	12
Infrastructure and Housing Officer:	7
Governance & Mobilization Officer	10
National Programme Manager	1
Community Facilitator/Socio Economic and Nutrition Facilitator	208 (7 Towns)

*Community Organizers:* We have recruited the Community Organizers who are our key front-line staff through the United Nations Volunteers (UNV) programme. UNV is administered by the United Nations Development Programme (UNDP). We have recruited 84 UNV Community Organizers during the reporting period.

Name of the Position	Total UNV to be hired	Onboard as on 25 <sup>th</sup> August
UNV Community Organizers	131	84

## Planned Activities and Key Targets for The Period October 2019-March 2020

The following Table presents the key activities for the next reporting period (October 2019-March 2020):

HR	<ul style="list-style-type: none"> <li>• Complete the recruitment process for UNDP contract holder</li> <li>• Complete the recruitment for Community Facilitators and Socio Economic &amp; Nutrition Facilitator for Five towns</li> <li>• Complete the recruitment for UNV Community Organizers for the vacant position.</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li>• Conduct refresher training for F&amp;A Officer</li> <li>• Conduct Financial Management Training for Town Manager</li> <li>• Conduct financial management training for community Organizations</li> <li>• Fund Disbursement to the city account and CDC's account on time</li> <li>• Financial monitoring visits to strength financial management system</li> </ul>

### Mutual Accountability Unit (MAU)

#### *a. Work Ethics and Vigilance improved with capacity building*

During the reporting period, Mutual Accountability Unit (MAU) conducted three batches of Anti-Corruption training for the project's newly recruited frontline staff (SENFs, CFs and COs) in three Category-A town/cities-namely Chandpur, DNCC and NCC. A two batches anti-corruption training was also organized for the community leaders of Kustia and Chandpur Paurashava and one batch of training for Social Auditors of Mymensingh City Corporation on Social Auditing. The newly recruited Town Managers, Finance and Admin Experts, and other output experts were oriented on anti-corruption. Strengthened capacities and enhanced awareness have contributed in developing a culture of ethical values throughout the project and form a vigilant team.

#### *b. Whistleblowing Systems established to detect corruption issues*

MAU (with support from M4i) has introduced hotline, dedicated email account, and regular mail to allow victims and witnesses to raise their concerns on corruption and any form of misconducts including safeguarding issues. These mechanisms with Management's instruction have been introduced at various platforms including training, workshop, orientation, field visits. Communication tools such as leaflet, sticker and festoon for outreach were also developed to raise awareness. The hotline link is available on NUPRP's website for wider access.

#### *c. Internal Control Systems improved*

During the reporting period, visits by MAU to five cities/towns-namely Mymensingh, Chattagram, Narayanganj, Dhaka North and Rajshahi City Corporation enabled to review and strengthen the control systems to address gaps in adequacy and effectiveness in consultation with Town teams.

#### *d. Beneficiaries' Rocket Account Database validated before grant disbursement*

During reporting period, MAU verified the beneficiaries' rocket account database on a sample basis to review beneficiaries' eligibility and validity and shared the findings with the respective Town Managers for necessary corrective actions.

#### *e. Minor Anomalies addressed*

During the period of reporting, MAU (with support from respective towns where required) responded to seven allegations of anomalies in funds and ensured appropriate corrective actions by appropriate authorities, wherever required.

f. Reviewed the policies on Whistleblowing, Anti-Corruption and the Internal Control Framework to ensure accountability and transparency

During the reporting period, MAU revisited the programme’s Whistleblowing Policy, anti-corruption policy (drafted earlier) with the Technical Advisor. They need to be approved by the Programme Board for wider dissemination. Also, MAU is developing Programme’s Internal Control Framework (draft in progress) to capture key controls in the processes and define the roles and responsibilities of project staff to implement and monitor them.

g. Based on DFID B’s EDDA recommendations, the following actions were taken to address safeguarding issues:

- Incorporated additional information in reference check questionnaire of frontline project staff on safeguarding issues;
- Incorporated safeguarding risks in NUPRP ’s Risk Log, and
- Incorporated safeguarding message in leaflet and Festoon
- Established safeguarding case management process (case filing to close)
- Internal audit coordinator and gender expert acting as a safeguarding focal point in project HQ

## Challenges and Action Taken:

Impact on delivery (High, Medium, Low)	Actions Taken /Mitigation plan
<b>Challenges</b>	
<p><b>Medium</b> As the project’s field/frontline staff has been onboard in later part of the year leading to their primary focus on project’s programmatic issues, coverage of anti-corruption training could not be done as planned.</p>	<ul style="list-style-type: none"> <li>- For the rest of Category-A and B cities, MAU plans to cover anti-corruption training to frontline staff during the field mission;</li> <li>- Community leaders will receive anti-corruption training as cross cutting issues during the programme implementation training instead of a dedicated one;</li> <li>- For Category B and C towns/cities, experts will receive ToT who will facilitate training for community leaders and frontline staff</li> </ul>

## Planned Activities and Key Targets for the period October 2019 - March 2020

The following Table presents the key activities for the next reporting period (Oct’19 -March 2020):

S.N.	Planned Activities for October 2019 – March 2020	Key Target
1	Provide TOT to staff	1 batch
2	Provide anti-corruption training to front-line staff	32 batches
3	Complete anti-corruption training to community leaders	37 batches
4	Distribute anti-corruption communication tools (leaflet, sticker and festoon)	19 Towns
5	Finalize Whistleblowing Policy, Anti-Corruption Policy, and take approval of Programme Board, and disseminate for implementation	2 policies
6	Finalize Project’s Internal Control Framework, take approval of Programme Board, and disseminate for implementation	1 report
7	Conduct comprehensive Fraud Risk Assessment and share with DIFID	1 report
8	Conduct Internal Audit including Project HQ	9 Visits/towns

9	Follow-up actions of the implementation of internal and external audit/investigation recommendations	10 internal audit reports
10	Undertake investigation (lump sum/assumption)	4 allegations
11	Develop and disseminate internal control Evaluation Checklist	5 functional areas
12	Develop SOP for Internal Audit	1

## Case Study 1: Online Management Information System

Sadia, a 13-year-old dropout from 21 Ward, *Rupsha Char, Khuna City Corporation* is one of the grantees who received Education Grants in 2018 under the Social Economic Fund (SEF). Sadia was forced to drop out because of financial constraint to support her education and the additional pressure of looking after household chores while her mother and aunt goes out to work.

Sadia's mother, Farida Begum, is a Primary Group Member identified through mobilization activities in the poor urban settlement of Khulna. She is orthopedically disabled and earns her living through begging. Separated from her husband one year ago, she along with her daughter started living with her mother and sister. Her sister works in the fish market and has additional two teenaged daughters. Together, both the sisters run the household of six members. Farida's meagre income which ranges from 100 to 150 Tk daily made it impossible for her to pay the tuition and exam fees of her daughter - Sadia - who was studying in Class 4.



Pic: Farida Begum PG member and Sadia

With a Multi-Dimensional Poverty Index (MPI<sup>5</sup>) score of 60.9, Farida was registered as a Primary Group (PG) member by NUPRP's online Management Information System through mobile application registration process.

With the long list prepared by M4i based on the PG registration carried out by the frontline staff of NUPRP - Community Facilitators, the leaders from the community through a joint discussion shortlisted Sadia as eligible Grantee for the Education Grant.

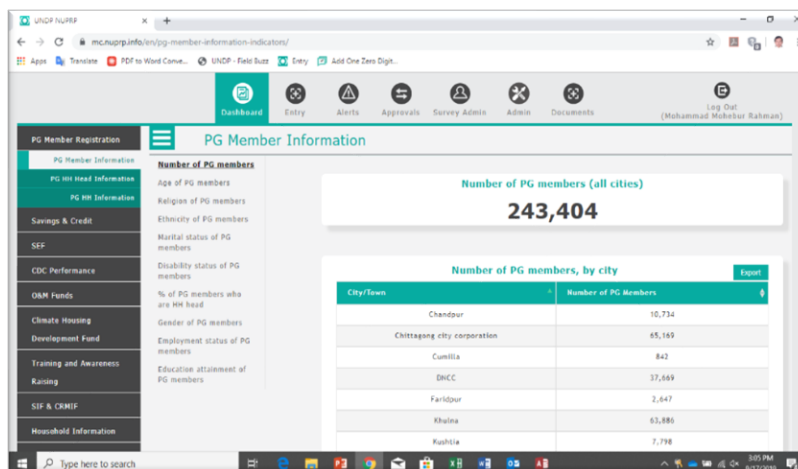
Early 2019, Sadia finally received the Education Grant which enabled her to enroll back in school and will continue to support her education upto 2020. Sadia is happy and more determined to excel.

Sadia is one of the grantees amongst a total of 32,600 grantees who have received grants under the Social Economic Fund (SEF) set up under Output 3 - Economic Development and Livelihoods since the inception of the programme in 2018.

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<sup>5</sup> The multi-dimensional poverty index is a broad measure of acute human poverty across three dimensions including health, education, and standard of living, which are measured using ten indicators. People with a score of more than 20 are eligible for Grants under NUPRP.

The online Management Information System established under the National Urban Poverty Reduction Programme (NUPRP) records the Household profile of poor settlements in programme intervention areas across 20 City Corporations/ Pouroshovas. As of September 2019, 250,000 (approx.) households have been registered in the system and based on PG information collected by the Community Facilitators and scrutinized by community leaders, 32,600 grants under SEF have been distributed in the year 2018 in Seven ‘A’ category cities<sup>6</sup> which was USD 2.5 Million (approx.).



Screen shot of Dashboard

The system also captures reporting of 121 Settlement Infrastructure Fund (SIF) which was USD 0.62 Million (approx.). In 2019, NUPRP have plans to distribute SEF grants to additional 17, 000 grantees in 15 cities.

The MIS captures data on all PG members (total 250,156 as of 22 September 2019) and serves as a credible platform to use the data for programmatic decisions and grant disbursements. The system has features to receive feedback from community members on the quality support. The NUPRP team undertakes periodic spot-checks during the registration process. The system generates output wise evidence-based Reports for the Managers to use for programming.

In 2018, trainings were held across the City Corporations/Pouroshovas to build the capacities of programme staff and relevant Local Government Institutions for rollout of this robust system across 15 CC/P. A roadmap has been developed to handover the system in order to integrate it within the Local Government Division to ensure its sustainable use.

## Case Study 2: Transforming Disability into Opportunity

Miley, a 20-year-old disabled girl received a sewing training as an apprentice grantee from *Trinomul Foundation* at Mirpur 11, North Dhaka. Although this is a 3 months tailored course, Miley will not be able to maintain the same pace of learning due to her disability. The Foundation is highly impressed with her commitment and progress and has granted an extension to her training. Currently, Miley is in the last quarter of her training and expected to continue a second or third batch to become competent in dress making. Her instructor is also providing her basic literacy skills to enable her to practically apply her skills in the market.

Sayedra, a widow from a Bihari community living in Mirpur, North Dhaka is a Primary Group member of NUPRP. She lives with her son and 2 daughters. Under Socio-Economic Fund (SEF), one of her daughters, Miley, a physically challenged undergrown girl, was awarded as apprenticeship grant from the programme.

Sayedra with her disabled daughter received an MPI score of 38.9. Sayedra lost her husband 20 years back when she was three months pregnant with her fourth child. With her three daughters, Sayedra took refuge in her brother's house and started working as a cleaner to financially support the family. As a member of several cooperatives, she managed to buy a single room and settled down with her family. None of her children were enrolled in school due to the financial crisis.

Miley's stunted growth has also adversely affected her ability to speak and walk. She cannot do daily chores such as bathing or dressing by herself and has been dependent on her mother for self-care. Her disability impacted her psychologically, making her introverted and underconfident.

The Community Development Committee shortlisted Miley as an eligible grantee programme based on the log list provided to them through an assessment of the MPI scores of the primary group members. Once the eligibility was verified, Miley's was provided with a total of 9000 BDT as apprentice grant. The Grant empowers Miley to build her capacity and skills in a vocational course such as Sewing to create a better future for herself.

NUPRP aims to empower and transform the lives of these marginalized populations, especially women through skill development in order to earn a sustainable livelihood.



*Sayedra taking everyday care of Miley. Photo Credit: Monira Parvin, SENF, September 2019*



*Miley is setting her machine for sewing. Photo credit: Rezaul, September 2019*



*Miley receives close mentoring from instructor. Photo Credit: Rezaul, September 2019.*

### **Case Study 3: Investing in Adolescents Girls for Better Future**

Sadhona, a 15-years-old girl, has become an example of the Dalit community of Khulna! She was a student of class 10 in 2018, living at Rishi para under Arambag area of Ward-25, KCC. Her mother, Bashonti Rani Das, who is a housewife is a member of 'Shapla' Primary Group (PG) was enlisted during PG registration in 2018.

The Rishi community to which Sadhona belongs to has tradition of getting girls married at an early age. Most of the girls of her age in the community have already got married. Her family has also received two proposals. But Sadhona has a strong willingness to continue her study. Her father is a road side shoe repairer and earns only 6,000 BDT (US\$ 70) every month for supporting the family of four members. His meagre income makes it challenging for him to support education.

In a desperate effort, Sadhona started making paper bag, locally known as *thonga*, during her free time to support her educational expenses through additional income when her father stopped paying for school. Mostly she works as labourer for other paper bag traders and earns 150 to 200 BDT for making 15 to 20 kg of bags per week. Occasionally, she can buy raw materials for making paper bag and earns a slightly more. However, this meagre amount is still not adequate to bear her educational expenses of Class 10 with the Secondary School exam approaching.

Sadhona with her mother Bashonti Rani Das

As a last resort, she started taking small loans from neighbours. Before Secondary School exam, the situation become worse as she had to save enough to pay exam fees. She and her parents became very anxious as didn't have enough savings and had no confidence to take loan as the amount was higher than usual. At that time Gomati Community Development Cluster offered an Education Grant from NUPRP of 9,000 BDT (US\$ 106) with the aim to promote education among girls and prevent early marriage. The grant boosted Sadhona's self-confidence and with a new hope, she registered for the exams and started preparing. As a result of the Grant, Sadhona successfully passed her exams with a score of 4 out of 5.

The grant enabled her to repay the loans, enroll for her higher education and saving enough for paying fees of Higher Secondary exam. Sadhona is excited, optimistic and wants to graduate from a renowned college of Khulna.

Sadhona is one of the 964 girls of class 8 to 10 of KCC area who received Grant in 2018 under the Socio-Economic Fund of NUPRP to prevent early marriage. Total 8,955 poor people have been supported in last year for education, skill building and starting small business. The grants are being distributed through Community Development Committees comprising of registered Primary Group members who shortlist the worst of community members who are eligible to receive funding based on pro poor criteria. People with disabilities, single, female headed households and people from ethnic minorities are prioritized for receiving the grants.



#### **Case Study 4: Empowering Communities for Protection of River Banks in Mymensingh**



A Community Development Committee (CDC) named *Abason Prokolpo Purbo-01* – was formed by the community members through mobilization under the NUPRP Programme. Around 400 households live in the 0.25 sq.kilometer covered under the CDC area. The CDC is under the Cluster named Tista which is in the Mymensingh District on the banks of one of the largest rivers of the world, the Brahmaputra river. The urban slums in the Mymensingh District area are the worst affected by the regular floods. More than 1000 households living in this area are engaged in small businesses, daily labour, vegetable selling, Rickshaw pulling and so on. Annually, the problem is further exacerbated by riverbank erosion of the *Abason*



Before Building Embankment



Technical Assistance by NUPRP Officials

*Prokolpo* area caused by the floods and heavy rainfall, which has led to homelessness, displacement and has adversely affected their social and economic circumstances.

In 2018, through the Settlement Improvement Fund (SIF) under the NUPRP, the Community Development Committee identified and prioritized the protection of the riverbank as one of their major problem and a feasibility assessment was initiated supported by the technical assistance provided by the programme officials. Through an extensive consultation with the community people and

leaders and the findings from the feasibility assessment report, a collective decision by the community was reached to construct an embankment with necessary slope protection works (Sand bag Rip-rap) to protect the riverbank and to restore the living conditions of the people. In 2018, an amount of 545,682.30 BDT was approved as SIF contract which was mainly utilized for construction of climate resilient footpath, drain, drain slab, so on based on their Community Action Plan. Considering that the protection of riverbank erosions is one of their priority areas which called for immediate action, the community volunteered to mobilize themselves and engaged themselves as labourers without charging a price to construct the embank. The cost of the labour engaged in the work would have costed approximately 32,500.00 BDT in the market. In addition, they also voluntarily spent an additional 10,500 BDT to purchase the sand bags to be used for rip-rap as river bank slope protection measures. Within a week's time, through the participation of community labourers, the embankment was constructed with 900 sand bags placed as slope protection measures against the river banks to protect them from the fierce waves. While the community volunteered to build the embankment at their own expense, the Grant enabled them to build flood resilient footpaths, drainage and slab drains.



Construction of Embankment

As one of its strategies, the NUPRP has emphasized the community-led approach in reducing the urban poverty as it prevented displacement of several poor households who reside beside the river bank. With the identification and support from community organizers and community facilitators at the community level, the programme mobilized and empowered the Community Development Committee to prioritize their needs and facilitated in using the existing communities' experience and indigenous knowledge in developing improved resilient infrastructure in, and serving, low-income settlements.