

# Implementation Stage Quality Assurance Report

**Form Status: In Progress**

<b>Overall Rating:</b>	
<b>Decision:</b>	
<b>Portfolio/Project Number:</b>	00084928
<b>Portfolio/Project Title:</b>	National Urban Poverty Reduction Programme
<b>Portfolio/Project Date:</b>	2016-03-01 / 2023-06-30

**Strategic**

**Quality Rating:**

1. Is the project pro-actively identifying changes to the external environment and incorporating them into the project strategy?

- 3:** *The project team has identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives and the assumptions have been tested to determine if the project's strategy is still valid. There is evidence that the project board has considered the implications, and documented any changes needed to the project in response. (all must be true)*
- 2:** The project team has identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives. There is some evidence that the project board discussed this, but relevant changes may not have been fully integrated in the project. (both must be true)
- 1:** The project team may have considered relevant changes in the external environment since implementation began, but there is no evidence that the project team has considered changes to the project as a result.

**Evidence:**

Responding to the global political unrest, the financial crisis, and subsequent fund reduction by the development partner (FCDO in 2021 and 2022), the project revised its budget and prepared its Annual Work Plan (AWP) for 2022. The project has conducted an exercise to assess the political risks that may impact the policy advocacy agenda around the National Urban Policy, ahead of the general elections in 2023. With the current project end date being June 2023, a responsible exit strategy is also being worked out in coordination with all key stakeholders to ensure the sustainability of the effective models and interventions that NUPRP has established and carried out. Following the Annual Review 2021, an action plan has been developed to amend the implementation strategy to reach the intended outcomes. The Project Board had its 5th meeting on 17 August 2022, during which the progress of AWP 2022 up to July 2022 was reviewed and AWP 2022 was approved. The Project Board were appraised of challenges around a timely construction of infrastructure-related interventions including Settlement Improvement Fund (SIF) and Climate Resilient Municipal Infrastructure Fund (CRMIF) and Low-Cost Housing construction, due to price hikes of materials exceeding the range stipulated by the Project.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	Minutesof5thNPBMeeting_14187_201 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Minutesof5thNPBMeeting_14187_201.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Minutesof5thNPBMeeting_14187_201.pdf</a> )	belayet.hossain@undp.org	9/28/2022 8:35:00 AM
2	AR2021ReviewofRecommendationsApr2022-KP__14187_201 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AR2021ReviewofRecommendationsApr2022-KP__14187_201.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AR2021ReviewofRecommendationsApr2022-KP__14187_201.docx</a> )	belayet.hossain@undp.org	9/28/2022 8:36:00 AM

2. Is the project aligned with the UNDP Strategic Plan?

- 3: *The project responds at least one of the development settings<sup>3</sup> as specified in the Strategic Plan (SP) and adopts at least one Signature Solution<sup>4</sup> and the project's RRF includes at all the relevant SP output indicators. (all must be true)*
- 2: The project responds to one of the three areas of development work<sup>1</sup> as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
- 1: While the project may respond to a partner's identified need, this need falls outside the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

**Evidence:**

NUPRP addresses the following development settings and signature solutions of UNDP

Outcome 1: Poverty and Inequality SP Outcome 1- Advance poverty eradication in all forms and dimensions; OUTPUT 1.3 Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity.

Outcome 2: Governance SP Outcome 2 – Accelerate structural transformations for sustainable development; OUTPUT 2.1 Open, agile, accountable, and future-ready governance systems in place to co-create and deliver solutions to accelerate SDG achievement

Outcome 3: Resilience SP Outcome 3 – Strengthen resilience to shocks and crises; OUTPUT 3.1 Institutional systems to manage multi-dimensional risks and shocks strengthened at regional, national and sub-national levels

Outcome 6: Gender Equality; OUTPUT 6.1 Country-led measures implemented to achieve inclusive economies and advance women's economic empowerment in all their diversity, including in crisis contexts.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	MnEPlanNUPRP_220822_14187_202 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MnEPlanNUPRP_220822_14187_202.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MnEPlanNUPRP_220822_14187_202.docx</a> )	belayet.hossain@undp.org	9/28/2022 10:20:00 AM
2	NUPRPApprovedProjectDocument_14187_202 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRPApprovedProjectDocument_14187_202.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRPApprovedProjectDocument_14187_202.pdf</a> )	belayet.hossain@undp.org	9/28/2022 10:20:00 AM

**Relevant**

**Quality Rating:**

3. Are the project's targeted groups being systematically engaged, with a priority focus on the discriminated and marginalized, to ensure the project remains relevant for them?

- 3: *Systematic and structured feedback has been collected over the past two years from a representative sample of beneficiaries, with a priority focus on the discriminated and marginalized, as part of the project's monitoring system. Representatives from the targeted groups are active members of the project's governance mechanism (i.e., the project board or equivalent) and there is credible evidence that their feedback informs project decision making. (all must be true)*
- 2: Targeted groups have been engaged in implementation and monitoring, with a priority focus on the discriminated and marginalized. Beneficiary feedback, which may be anecdotal, has been collected over the past year to ensure the project is addressing local priorities. This information has been used to inform project decision making. (all must be true)
- 1: Some beneficiary feedback may have been collected over the past year, but this information has not been used to inform project decision making. This option is also selected if no beneficiary feedback has been collected.
- Not Applicable

**Evidence:**

NUPRP works in poor urban settlements to improve their livelihoods and living condition. It follows a systematic approach to identifying beneficiaries with the active participation of community members. Community Development Committee (CDC) plays a key role in the identification of needs and preparation of community action plans. Through this approach, the Project focuses on enhancing the social capital of the poor communities by mobilising urban poor women and organising them into effective groups. These women are empowered through a multi-pronged approach, and the project's implementation is carried out under their leadership through the community platform. This has not only enhanced their income generation and skills development, but it has also empowered women to voice their demands over the activities being implemented. The Project also works closely with communities of different religious and gender minorities, as well as with persons of disability and the elderly who are often marginalised.

Moreover, in order to prioritise the urban poor who are most vulnerable to the effects of climate change, NUPRP has conducted Poverty Mapping and Climate Change Vulnerability Assessment to reach out to critical areas of underdevelopment requiring the Project's support. In addition, a Multi-dimensional Poverty Index is applied to select beneficiaries for Socio-Economic Fund grants. The online MIS system collects detailed household information of all project beneficiaries regularly. A baseline has been established for a representative sample of Primary Group members, CDCs, Town Federations, City Corporations or Municipality Representatives for impact assessment. Annual Outcome Monitoring has been conducted since 2020 to see the progress against baseline status. The Implementation, Monitoring and Evaluation Division (IMED), Ministry of Planning has conducted in-depth monitoring of the programme where achievement of results, findings, challenges and recommendations with the way forward have been provided for the remaining period.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	AnnualOutcomeMonitoringAOMReport2021_03.01.2022_final_14187_203 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AnnualOutcomeMonitoringAOMReport2021_03.01.2022_final_14187_203.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AnnualOutcomeMonitoringAOMReport2021_03.01.2022_final_14187_203.pdf</a> )	belayet.hossain@undp.org	9/28/2022 10:22:00 AM
2	EN_Final_LIUPCP_Report_30082022_14187_203 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EN_Final_LIUPCP_Report_30082022_14187_203.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/EN_Final_LIUPCP_Report_30082022_14187_203.pdf</a> )	belayet.hossain@undp.org	10/3/2022 6:52:00 AM

4. Is the project generating knowledge and lessons learned (i.e., what has worked and what has not) and has this knowledge informed management decisions to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?

- 3: Knowledge and lessons learned from internal or external sources (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) backed by credible evidence from evaluation, corporate policies/strategies, analysis and monitoring have been discussed in project board meetings and reflected in the minutes. There is clear evidence that changes were made to the project to ensure its continued relevance. (both must be true)
- 2: Knowledge and lessons learned backed by relatively limited evidence, drawn mainly from within the project, have been considered by the project team. There is some evidence that changes were made to the project as a result to ensure its continued relevance. (both must be true)
- 1: There is limited or no evidence that knowledge and lessons learned have been collected by the project team. There is little or no evidence that this has informed project decision making.

#### Evidence:

An Annual Outcome Monitoring covering outcome and key output indicators has been conducted from 2020 onwards. An Annual Review of the programme has also been conducted since 2018, capturing the best practices and lessons learnt that inform any recommendations when implementing activities in the following year. The project has also conducted operational research on MPI application and its policy implications. Five City corporations and Municipalities have published programme progress reports containing progress, lessons learnt and the way forward. Different documentaries and case stories on programme achievement and good practices have been gathered and published through multiple channels including internal and external reports, websites, newsletters, and social media. Capturing the development results at the community level of the programme a series of community stories have been collected and will be published in the website and on social media. The knowledge products are shared with different stakeholders and project participants in respective towns. The project has been conducting annual review workshop regularly where lesson learned from the implementation process has been identified and documented for managerial actions. The programme monitoring information has been analysed regularly and shared with Project Steering Committee and Project Board. Recently, the Government's Implementation, Monitoring and Evaluation Division at the Ministry of Planning has published an in-depth monitoring report reflecting on the achievements of NUPRP, with suggestions on way forward, including extending the project by 2 additional years in view of the momentum gained post COVID-19 and the positive impacts made. The Mid Term Evaluation of the programme has been conducted recently focusing on evaluation criteria i.e. relevance, coherence, efficiency, effectiveness, impact and sustainability issues. Besides, NUPRP has generated a wealth of knowledge products on programmatic issues including capacity assessments of city/municipal corporations and community organizations, settlement and resource maps of poor communities in its' operational towns. It also assessed the local economic opportunities and developed city-specific poverty reduction strategies, and community action plans for the poor to improve their livelihoods and living conditions.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	AnnualOutcomeMonitoringAOMReport2021_04.01.2022_14187_204 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AnnualOutcomeMonitoringAOMReport2021_04.01.2022_14187_204.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AnnualOutcomeMonitoringAOMReport2021_04.01.2022_14187_204.pdf</a> )	belayet.hossain@undp.org	9/28/2022 10:24:00 AM
2	UNDP-DFS-Employing-the-Multidimensional-Poverty-Lens-to-Deliver-Livelihood-Support-to-the-Urban-Poor.png__14187_204 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP-DFS-Employing-the-Multidimensional-Poverty-Lens-to-Deliver-Livelihood-Support-to-the-Urban-Poor.png__14187_204.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP-DFS-Employing-the-Multidimensional-Poverty-Lens-to-Deliver-Livelihood-Support-to-the-Urban-Poor.png__14187_204.pdf</a> )	belayet.hossain@undp.org	9/28/2022 10:26:00 AM
3	NUPRPAAnnualReview2021-Final-06-12-2021VFMrevised-KP_BH2_fnl_14187_204 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRPAAnnualReview2021-Final-06-12-2021VFMrevised-KP_BH2_fnl_14187_204.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRPAAnnualReview2021-Final-06-12-2021VFMrevised-KP_BH2_fnl_14187_204.docx</a> )	belayet.hossain@undp.org	9/28/2022 10:27:00 AM
4	DraftPPTChandpur-22082022Final_14187_204 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/DraftPPTChandpur-22082022Final_14187_204.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/DraftPPTChandpur-22082022Final_14187_204.pdf</a> )	belayet.hossain@undp.org	10/3/2022 7:33:00 AM
5	Newsletter2ndIssueFinal_14187_204 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Newsletter2ndIssueFinal_14187_204.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Newsletter2ndIssueFinal_14187_204.pdf</a> )	belayet.hossain@undp.org	10/3/2022 6:54:00 AM

5. Is the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change?

- 3: *There is credible evidence that the project is reaching a sufficient number of beneficiaries (either directly through significant coverage of target groups, or indirectly, through policy change) to meaningfully contribute to development change.*
- 2: While the project is currently not at scale, there are explicit plans in place to scale up the project in the future (e.g. by extending its coverage or using project results to advocate for policy change).
- 1: The project is not at scale, and there are no plans currently to scale up the project in the future.

**Evidence:**

NUPRP has been implemented in 19 cities reaching close to 4 million urban poor for sustainable improvement of their livelihoods and living conditions. As of date, all the components of the project i.e. strengthening the capacity of city governance and planning, community mobilization, savings and credit operation, community settlement improvement, land tenure security and housing is being implemented in full swing in all 19 cities.

However, the project offers ample scope for a scale-up, as a key model that is localising the SDGs, and also in view of the climate emergency which is causing increasing displacements which in turn is increasing the urban poor population. Therefore, the programme is catering very well in addressing basic service delivery to the vulnerable urban poor population in a holistic way that builds urban resilience through the improvement of social capital as well as wide-scale infrastructure development support. In light of the sustainable urban development priorities of Bangladesh, especially ahead of its expected graduation from LDC, there is good potential and political buy-in at both local and national levels for the NUPRP model to be scaled up across wider areas within the existing city presence as well as more urban locations in Bangladesh to ensure sustainable improvements of their livelihoods and living conditions.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	NUPRPAnnualReview2021-Final-06-12-2021VFMrevised-KP_BH2_fnl_14187_205 ( <a href="http://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRPAnnualReview2021-Final-06-12-2021VFMrevised-KP_BH2_fnl_14187_205.docx">http://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRPAnnualReview2021-Final-06-12-2021VFMrevised-KP_BH2_fnl_14187_205.docx</a> )	belayet.hossain@undp.org	9/28/2022 10:28:00 AM

**Principled**

**Quality Rating:**

6. Are the project’s measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and producing the intended effect? If not, evidence-based adjustments and changes have been made.

- 3: *The project team has systematically gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empower women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true)*
- 2: The project team has some data and evidence on the relevance of the measures to address gender inequalities and empower women. There is evidence that at least some adjustments were made, as appropriate. (both must be true)
- 1: The project team has limited or no evidence on the relevance of measures to address gender inequalities and empowering women. No evidence of adjustments and/or changes made. This option should also be selected if the project has no measures to address gender inequalities and empower women relevant to the project results and activities.

**Evidence:**

NUPRP's fundamental approach of empowering community women and girls to be agents of change and the Project's key programme delivery agents has collectively achieved transformational changes in their lives. The changes can be reflected not just through improved community and individual voices and livelihood-related outcomes, but also in the overall status as respected women leaders within their communities. The programme has an internal system to ensure a gender-sensitive working environment for staff, counterparts and beneficiaries. There are gender focal points in all cities and towns as well as a programme management unit to address gender-based grievances. Besides, a total of 214 Safe Community Committee (SCC) have been working in the urban poor communities across 19 cities and towns to address Early and Forced Marriage (EFM) and prevent Violence Against Women and Girls (VAWG). To record and reflect this progress of women's social capital through tangible evidence: NUPRP has an online MIS which includes a detailed beneficiary database incorporating primary group members' households' information on socio-economic, livelihoods, and women empowerment indicators. The online system tracks the implementation progress of project intervention and verifies whether inputs are reaching intended targets. Annual Outcome Monitoring assesses the progress towards intended results including the elimination of gender inequality and women empowerment. The programme has given special focus on restorations of livelihoods of ultra-poor households in post-COVID-19 by reallocating the resources. The programme regularly analyses progress information generated through MIS, Annual Outcome Monitoring (AOM) and Socio-economic impact assessment to identify the progress, achievements, challenges and way forward to mitigate the challenges. URL: <https://mc.nuprp.info/en/account/login> As per project strategy, 99% of the Primary Group Members of the project are women with the exception that no eligible women exist in their household. More than 80% of the socio-economic fund's beneficiaries are women and girls and the rest are male. Settle Improvement Infrastructure targets 75% of women and girls beneficiaries while only 25% are male; Nutrition grants are entirely dedicated to women and children. Disaggregated on gender and disability is collected during regular monitoring of socio-economic, settlement improvement intervention. e.g. Indicators: Number of people with improved livelihood opportunities through a socio-economic fund, targets are dis-aggregated by gender Number of people with sustainable access to 1) clean drinking water, and 2) sanitation sources, targets are dis-aggregated by gender; Number of people supported to cope with the effects of climate change through SIF and CRMIF, targets are dis-aggregated by gender;

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	UNDP-NUPRP-MTEDRAFTSEP26_14187_206 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP-NUPRP-MTEDRAFTSEP26_14187_206.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP-NUPRP-MTEDRAFTSEP26_14187_206.docx</a> )	belayet.hossain@undp.org	9/28/2022 10:32:00 AM
2	NUPRPAnnualReview2021-Final-06-12-2021VFMrevised-KP_BH2_fnl_14187_206 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRPAnnualReview2021-Final-06-12-2021VFMrevised-KP_BH2_fnl_14187_206.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRPAnnualReview2021-Final-06-12-2021VFMrevised-KP_BH2_fnl_14187_206.docx</a> )	belayet.hossain@undp.org	9/28/2022 10:30:00 AM
3	AnnualOutcomeMonitoringAOMReport2021_03.01.2022_final_14187_206 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AnnualOutcomeMonitoringAOMReport2021_03.01.2022_final_14187_206.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AnnualOutcomeMonitoringAOMReport2021_03.01.2022_final_14187_206.pdf</a> )	belayet.hossain@undp.org	9/28/2022 10:31:00 AM

7. Are social and environmental impacts and risks being successfully managed and monitored?

- 3: *Social and environmental risks are tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for Substantial and High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed for identified risks through consultative process and implemented, resourced, and monitored. Risks effectively managed or mitigated. If there has been a substantive change to the project or change in context that affects risk levels, the SESP is updated to reflect these changes. (all must be true)*
- 2: Social and environmental risks are tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for Substantial and High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed, implemented and monitored for identified risks. OR project is categorized as Low risk through the SESP.
- 1: Social and environmental risks have not been tracked in the risk log. For projects categorized as High, Substantial, and Moderate Risk there is no evidence that social and environmental assessments have been completed and/or management plans or measures development, implemented or monitored. There have been substantive changes to the project or changes in the context but SESP has not been updated. (any may be true)

#### Evidence:

NUPRP has carried out an environmental safeguarding assessment before the implementation of community infrastructure initiatives in accordance with the guidelines. Social and environmental risk and related mitigation measures are identified in the risk log matrix. The risk log has been updated on a quarterly basis in consultation with project stakeholders and relevant counterparts.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	NUPRP_SocialandEnvironmentalStandards_18June_12048_207_14187_207 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRP_SocialandEnvironmentalStandards_18June_12048_207_14187_207.docx)	belayet.hossain@undp.org	9/28/2022 10:36:00 AM

8. Are grievance mechanisms available to project-affected people and are grievances (if any) addressed to ensure any perceived harm is effectively mitigated?

- 3: *Project-affected people have been actively informed of UNDP's Corporate Accountability Mechanism (SRM/SECU) and how to access it. If the project is categorized as High, Substantial, or Moderate Risk through the SESP, a project-level grievance mechanism is in place and project affected people informed. If grievances have been received, they are effectively addressed in accordance with SRM Guidance. (all must be true)*
- 2: Project-affected people have been informed of UNDP's Corporate Accountability Mechanism and how to access it. If the project is categorized as Substantial or High Risk through the SESP, a project-level grievance mechanism is in place and project affected people informed. If grievances have been received they are responded to but face challenges in arriving at a resolution.
- 1: Project-affected people not informed of UNDP's Corporate Accountability Mechanism. If grievances have been received they are not responded to. (any may be true)

#### Evidence:

NUPRP has grievance readdress mechanisms in place i.e.

- Hotline: 16256
- Dedicated email: complain@liupc.org
- By post as per following address:

International Project Manager (IPM)  
Attention: Internal Audit Coordinator  
Livelihoods Improvement of Urban Poor Communities Project, LIUPCP

United Nations Development Programme (UNDP)  
IDB Bhaban (Ground Floor), Sher-E-Bangla Nagar,  
Agargaon  
Dhaka, Bangladesh

Apart from the UNDP's corporate policies on Harassment, Sexual Harassment and Abuse of Authority, NUPRP has a dedicated policy on Safeguarding issues, including the reporting mechanism. Several reporting channels have been introduced to report the safeguarding issues for staff, volunteers and beneficiaries.

Project-affected people are informed of the above mechanisms. Grievances are addressed as per LIUPCP's own procedures.

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No documents available.			

### Management & Monitoring

### Quality Rating:

9. Is the project's M&E Plan sufficient and adequately implemented?

- 3: *The project has a comprehensive and costed M&E plan. Baselines, targets and milestones are fully populated. Progress data against indicators in the project's RRF is being reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted, if relevant, fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, including during evaluations and/or After Action Reviews, are used to take corrective actions when necessary. (all must be true)*
- 2: The project has a costed M&E Plan, and most baselines and targets are populated. Progress data against indicators in the project's RRF is collected on a regular basis, although there may be some slippage in following the frequency stated in the Plan and data sources are not always reliable. Any evaluations conducted, if relevant, meet most decentralized evaluation standards. Lessons learned have been captured but may not have been used to take corrective actions yet. (all must be true)
- 1: The project has an M&E Plan, but costs are not clearly planned and budgeted for, or are unrealistic. Progress data is not being regularly collected against the indicators in the project's RRF. Evaluations may not meet decentralized evaluation standards. Lessons learned are rarely captured and used. Select this option also if the project does not have an M&E plan.

### Evidence:

NUPRP has a comprehensive and costed M&E plan and it executes the plan accordingly. According to the M&E Plan Progress Monitoring, Spot Checking, and Annual Outcome Monitoring have been conducted regularly. In-depth monitoring of the programme has been conducted by IMED, Ministry of Planning on a representative sample. The Programmes Mid-Term Evaluation have been completed in September 2022.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	MnEPlanNUPRP_220822_14187_209 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MnEPlanNUPRP_220822_14187_209.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MnEPlanNUPRP_220822_14187_209.docx</a> )	belayet.hossain@undp.org	9/28/2022 10:38:00 AM
2	2022-02-02NUPRP_Evaluabilitychecklist-2022_14187_209 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/2022-02-02NUPRP_Evaluabilitychecklist-2022_14187_209.doc">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/2022-02-02NUPRP_Evaluabilitychecklist-2022_14187_209.doc</a> )	belayet.hossain@undp.org	9/28/2022 10:40:00 AM

10. Is project's governance mechanism (i.e., the project board or equivalent) functioning as intended?

- 3: *The project's governance mechanism is operating well, and is a model for other projects. It has met in the agreed frequency stated in the project document and the minutes of the meetings are on file. There is regular (at least annual) progress reporting to the project board or equivalent on results, risks and opportunities. It is clear that the project board explicitly reviews and uses evidence, including progress data, knowledge, lessons and evaluations, as the basis for informing management decisions (e.g., change in strategy, approach, work plan.) (all must be true to select this option)*
- 2: The project's governance mechanism has met in the agreed frequency and the minutes of the meeting are on file. A project progress report has been submitted to the project board or equivalent at least once in the past year, covering results, risks and opportunities. (both must be true to select this option)
- 1: The project's governance mechanism has not met in the frequency stated in the project document over the past year and/or the project board or equivalent is not functioning as a decision-making body for the project as intended.

#### Evidence:

Five Project Board meetings and three National Project Steering Committee meetings have been conducted so far. The 5th Project Board Meeting was held in August 2021. The project progress has been reviewed in the Steering Committee and Project Board meetings and necessary measures were decided to overcome the challenges.

Programme Management Unit (PMU) holds Monthly Programme Coordination meeting with Town Teams and where programme activities progress against the Annual Work Plan (AWP) has been reviewed and necessary decision have been taken to accomplish the AWP.

At City Level, there are City/Town Project Steering Committee and City/Town Project Board meetings held regularly to review the programme progress, and challenges and take corrective measures.

In addition, there are Town Coordination Committee to coordinate the development work undertaken by different development partners.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	Minutesof5thNPBMeeting_14187_210 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Minutesof5thNPBMeeting_14187_210.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Minutesof5thNPBMeeting_14187_210.pdf</a> )	belayet.hossain@undp.org	9/28/2022 10:45:00 AM
2	RegulationApproved_14187_210 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/RegulationApproved_14187_210.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/RegulationApproved_14187_210.pdf</a> )	belayet.hossain@undp.org	10/3/2022 8:39:00 AM

11. Are risks to the project adequately monitored and managed?

- 3: *The project has actively monitored risks every quarter including consulting with key stakeholders, including security advisors, to identify continuing and emerging risks and to assess if the main assumptions remain valid. There is clear evidence that relevant management plans and mitigating measures are being fully implemented to address each key project risk, and have been updated to reflect the latest risk assessment. (all must be true)*
- 2: The project has monitored risks every year, as evidenced by an updated risk log. Some updates have been made to management plans and mitigation measures.
- 1: The risk log has not been updated as required. There may be some evidence that the project has monitored risks (including security risks or incidents) that may affect the project's achievement of results, but there is no explicit evidence that management actions have been taken to mitigate risks. In the case of a deteriorating security environment, no consultation has occurred with the UNDP Security Office on appropriate measures.

#### Evidence:

NUPRP maintain a comprehensive risk log. The risk log is reviewed and updated on a quarterly basis by project staff and local government officials at the city and senior management at the project headquarter level. As per the risk log, necessary mitigation measures have been taken and followed up regularly.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	NUPRPProgrammeRisk_April2022_14187_211 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRPProgrammeRisk_April2022_14187_211.xlsx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRPProgrammeRisk_April2022_14187_211.xlsx</a> )	belayet.hossain@undp.org	9/28/2022 10:46:00 AM

Efficient

Quality Rating:

12. Adequate resources have been mobilized to achieve intended results. If not, management decisions were taken to adjust expected results in the project's results framework.

- Yes  
 No

**Evidence:**

Required resources have been mobilized from the following sources:

UK Aid –US\$ 83 M (UK£ 58.1 M)

UNDP –US\$ 1 M

GoB –US\$ 15 M

FCDO has committed to providing \$12.25 million in 2022.

Besides,

- Discussion held with FCDO on a possible partnership with Global Centre of Adaptation on scaling up NUPRP's locally-led adaptation model.
- Field visit with GCA conducted, talks ongoing to discuss areas of potential collaboration.
- Discussion ongoing with FCDO in implementing a responsible exit strategy requiring the additional budget to ensure the sustainability of interventions.
- Series of discussions underway including a strategic workshop with FCDO planned for Sep. 22 to discuss priorities

NUPRP is also exploring potential partnerships with development partners in Dhaka to scale up the successful model, especially in relation to climate resilience and locally led adaptations.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
No documents available.			

13. Are project inputs procured and delivered on time to efficiently contribute to results?

- 3: The project has an updated procurement plan. Implementation of the plan is on or ahead of schedule. The project quarterly reviews operational bottlenecks to procuring inputs in a timely manner and addresses them through appropriate management actions. (all must be true)**
- 2: The project has an updated procurement plan. The project annually reviews operational bottlenecks to procuring inputs in a timely manner and addresses them through appropriate management actions. (all must be true)
- 1: The project does not have an updated procurement plan. The project may or may not have reviewed operational bottlenecks to procuring inputs in a timely manner, however management actions have not been taken to address them.

**Evidence:**

NUPRP has an updated procurement plan which is included in the Annual Work Plan and Budget. Management regularly tracks, review and update it. The project inputs are being delivered as per plan.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	ProcurementPlan-2022-NUPRP_14187_213 ( <a href="https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/ProcurementPlan-2022-NUPRP_14187_213.pdf">https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/ProcurementPlan-2022-NUPRP_14187_213.pdf</a> )	belayet.hossain@undp.org	9/28/2022 10:49:00 AM

14. Is there regular monitoring and recording of cost efficiencies taking into account the expected quality of results?

- 3: *There is evidence that the project regularly reviews costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximizes results that can be delivered with given resources. The project actively coordinates with other relevant ongoing projects and initiatives (UNDP or other) to ensure complementarity and seek efficiencies wherever possible (e.g. joint activities.) (both must be true)*
- 2: The project monitors its own costs and gives anecdotal examples of cost efficiencies (e.g., spending less to get the same result,) but there is no systematic analysis of costs and no link to the expected quality of results delivered. The project coordinates activities with other projects to achieve cost efficiency gains.
- 1: There is little or no evidence that the project monitors its own costs and is considering ways to save money beyond following standard procurement rules.

**Evidence:**

NUPRP has a well-defined functional Value for Money strategy to maximize intended results with given resources. The strategy is based on the 4 Es model Economy (Lowest price for inputs of required quality); Efficiency (Inputs produce outputs of the required quality for the lowest cost); Effectiveness (Outputs achieve outcomes); and Equity (Gender and Disability), sometimes known as the 4th E

The project quarterly report on the implementation of Value for strategy in NUPRP's intervention area where comparative analysis of cost is analysed with other similar interventions. The minimum cost satisfying desired quality is ensured for achieving effectiveness and equity of intended results.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	NUPRPVfMStrategyclean_14187_214 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRPVfMStrategyclean_14187_214.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRPVfMStrategyclean_14187_214.docx</a> )	belayet.hossain@undp.org	9/28/2022 10:51:00 AM
2	VFMChecklistforTM_14187_214 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/VFMChecklistforTM_14187_214.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/VFMChecklistforTM_14187_214.docx</a> )	belayet.hossain@undp.org	9/28/2022 10:51:00 AM

### Effective

### Quality Rating:

15. Is the project is on track to deliver its expected outputs?

- Yes  
 No

#### Evidence:

NUPRP has exceeded or is on track on the milestone on 17/19 output indicators and is only partially on track on 2/19.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	NUPRPAnnualReview2021-Final-06-12-2021VFMrevised-KP_BH2_fnl_14187_215 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRPAnnualReview2021-Final-06-12-2021VFMrevised-KP_BH2_fnl_14187_215.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRPAnnualReview2021-Final-06-12-2021VFMrevised-KP_BH2_fnl_14187_215.docx</a> )	belayet.hossain@undp.org	9/28/2022 10:56:00 AM

16. Have there been regular reviews of the work plan to ensure that the project is on track to achieve the desired results, and to inform course corrections if needed?

- 3: Quarterly progress data has informed regular reviews of the project work plan to ensure that the activities implemented are most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations and/or After Action Reviews) have been used to inform course corrections, as needed. Any necessary budget revisions have been made. (both must be true)
- 2: There has been at least one review of the work plan per year to assess if project activities are on track to achieving the desired development results (i.e., outputs.) There may or may not be evidence that data or lessons learned has been used to inform the review(s). Any necessary budget revisions have been made.
- 1: While the project team may have reviewed the work plan at least once over the past year to ensure outputs are delivered on time, no link has been made to the delivery of desired development results. Select this option also if no review of the work plan by management has taken place over the past year.

**Evidence:**

The progress of NUPRP is being continuously monitored by project management using an online MIS system and necessary mitigation measures are taken to achieve the targets.

Programme Management Unit (PMU) holds Monthly Programme Coordination meeting with Town Teams and where programme activities progress against the Annual Work Plan (AWP) has been reviewed and necessary decision have been taken to accomplish the AWP.

Online Tracker's information containing implementation progress status has been analysed monthly basis and reviewed in the monthly progress meeting with Town Teams.

At the UNDP Country Office level midterm and an annual review are conducted.

FCDO conduct the annual review by external evaluators and to address the recommendations management action has been taken and followed up regularly to achieve the recommendation.

### List of Uploaded Documents

#	File Name	Modified By	Modified On
1	NUPRP_HY_Progress_Report_2022_14187_216 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRP_HY_Progress_Report_2022_14187_216.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRP_HY_Progress_Report_2022_14187_216.docx</a> )	belayet.hossain@undp.org	9/28/2022 11:03:00 AM
2	NUPRP_QuarterlyProgressReport_Q1-2022_14187_216 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRP_QuarterlyProgressReport_Q1-2022_14187_216.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/NUPRP_QuarterlyProgressReport_Q1-2022_14187_216.docx</a> )	belayet.hossain@undp.org	9/28/2022 11:03:00 AM
3	AR2021ReviewofRecommendationsApr2022-KP__14187_216 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AR2021ReviewofRecommendationsApr2022-KP__14187_216.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AR2021ReviewofRecommendationsApr2022-KP__14187_216.docx</a> )	belayet.hossain@undp.org	9/28/2022 11:05:00 AM
4	GrantsImplProgTrackerAug22_14187_216 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/GrantsImplProgTrackerAug22_14187_216.xlsx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/GrantsImplProgTrackerAug22_14187_216.xlsx</a> )	belayet.hossain@undp.org	10/3/2022 8:36:00 AM

17. Are targeted groups being systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results are achieved as expected?

- 3: *The project is targeting specific groups and/or geographic areas, identified by using credible data sources on their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. There is clear evidence that the targeted groups are being reached as intended. The project has engaged regularly with targeted groups over the past year to assess whether they are benefiting as expected and adjustments were made if necessary to refine targeting. (all must be true)*
- 2: The project is targeting specific groups and/or geographic areas, based on some evidence of their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. Some evidence is provided to confirm that project beneficiaries are members of the targeted groups. There has been some engagement with beneficiaries in the past year to assess whether they are benefiting as expected. (all must be true)
- 1: The project does not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are deprived and/or excluded from development opportunities relevant to the project area of work. There may have been some engagement with beneficiaries to assess whether they are benefiting as expected, but it has been limited or has not occurred in the past year.
- Not Applicable

**Evidence:**

NUPRP works in poor urban settlements to improve their livelihoods and living condition. Poverty Mapping, Climate Change Vulnerability Assessment (CCVA) has been conducted in all participating cities. Based on the Poverty Mapping and CCVA data, NUPRP is investing its resources in the most underdeveloped and vulnerable communities on a priority basis. NUPRP used urban slum and national poverty statistics of the Bangladesh Bureau of Statistics (BBS) to identify its operational area. It follows a systematic approach to identifying beneficiaries with active participation community. Community Development Committee (CDC) play a key role in the identification of needs and preparation of community action plan. Community Action Plan (CAP) prepared CDCs and Letter of Agreement (LOA) with the city and municipal corporation carries the evidence that target groups are being reached. Multi-Dimensional Poverty Index is applied to select beneficiaries for Socio-Economic Fund grants. The online MIS system collects detailed household information of all project beneficiaries regularly. A baseline has been established for a representative sample of Primary Group members, CDCs, Town Federations, City corporations or Municipality Representatives for impact assessment.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	CCVA_Sylhet_14187_217 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/CCVA_Sylhet_14187_217.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/CCVA_Sylhet_14187_217.pdf</a> )	belayet.hossain@undp.org	9/28/2022 11:07:00 AM
2	UPP_Faridpur_14187_217 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UPP_Faridpur_14187_217.pdf">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UPP_Faridpur_14187_217.pdf</a> )	belayet.hossain@undp.org	9/28/2022 11:08:00 AM

**Sustainability & National Ownership**

**Quality Rating:**

18. Are stakeholders and national partners fully engaged in the decision-making, implementation and monitoring of the project?

- 3: Only national systems (i.e., procurement, monitoring, evaluation, etc.) are used to fully implement and monitor the project. All relevant stakeholders and partners are fully and actively engaged in the process, playing a lead role in project decision-making, implementation and monitoring. (both must be true)
- 2: *National systems (i.e., procurement, monitoring, evaluation, etc.) are used to implement and monitor the project, but other support (such as country office support or project systems) may also be used if necessary. All relevant stakeholders and partners are fully and actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true)*
- 1: There is relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.
- Not Applicable

**Evidence:**

The project is being implemented following both National Implementation Modality (NIM) and Direct Implementation Modality (DIM). All relevant stakeholders and partners are actively participating in project decision-making, implementation and monitoring.

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#	File Name	Modified By	Modified On
No documents available.			

19. There is regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed. The [implementation arrangements](#)<sup>5</sup> have been adjusted according to changes in partner capacities.

- 3: *In the past two years, changes in capacities and performance of institutions and systems have been comprehensively assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including relevant HACT assurance activities. Implementation arrangements have been formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (both must be true)*
- 2: In the past two years, aspects of changes in capacities and performance of relevant national institutions and systems have been monitored by the project using indicators and reasonably credible data sources including relevant HACT assurance activities. Some adjustment has been made to implementation arrangements if needed to reflect changes in partner capacities. (both must be true)
- 1: Some aspects of changes in capacities and performance of relevant national institutions and systems may have been monitored by the project, however changes to implementation arrangements have not been considered. Also select this option if changes in capacities and performance of relevant national institutions and systems have not been monitored by the project.
- Not Applicable

**Evidence:**

Micro Assessments of all 19 Implementing Partners of NUPRP have been conducted as a part of Harmonized Approach to Cash Transfers (HACT) Framework in 2021 adopting a common operational framework for UN agencies' transfer of cash to government and non-governmental implementing partners. The micro assessment provided an overall assessment of the Implementing Partner's programme, financial and operations management policies, procedures, systems and internal controls.

The project has made a substantial assessment of the capacity of community organizations and city and municipal corporations during the preparatory stage. The baseline assessments of organizational capacity are being followed up through internal monitoring and evaluation systems and updated regularly.

The Community Housing Development Fund (CHDF) and Climate Resilient Municipal Infrastructure Fund (CRMIF) is provided to cities or municipalities based on the updated capacity ranking.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	DhakaNorthCityCorporation-Draft_14187_219 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/DhakaNorthCityCorporation-Draft_14187_219.doc">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/DhakaNorthCityCorporation-Draft_14187_219.doc</a> )	belayet.hossain@undp.org	9/28/2022 11:10:00 AM

20. The transition and phase-out arrangements are reviewed regularly and adjusted according to progress (including financial commitments and capacity).

- 3: *The project's governance mechanism has reviewed the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project is on track in meeting the requirements set out by the plan. The plan has been adjusted according to progress as needed. (both must be true)*
- 2: There has been a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project is on track in meeting the requirements set out by the plan.
- 1: The project may have a sustainability plan, but there has not been a review of this strategy since it was developed. Also select this option if the project does not have a sustainability strategy.

**Evidence:**

The project has a well-defined exit strategy from the beginning. Based on the unfolding scenario the exit strategy has been reviewed over time. A stock-taking exercise has been conducted with senior programme colleagues to identify what can be achieved by June 2023, what will be left out and how to internalize programme interventions in the LGD system. Through the exercise, the project has come up with an updated responsible exit plan. Consultation is ongoing with Town Team to prepare and implement town-specific exit plans.

**List of Uploaded Documents**

#	File Name	Modified By	Modified On
1	Annex10-ExitPlan_14187_220 ( <a href="https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Annex10-ExitPlan_14187_220.docx">https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Annex10-ExitPlan_14187_220.docx</a> )	belayet.hossain@undp.org	9/28/2022 6:42:00 AM

**QA Summary/Project Board Comments**

The project has reached the last stage of implementation with only 10 months remaining in hand. The project has successfully implemented all its components by satisfying the quality standards and demonstrated some good results around community empowerment. The project has achieved most of its output target. However, the project may not be able to complete some of the planned activities including the construction of low-cost housing, climate resilient municipal infrastructure and National Urban Policy due to resource and time constraints.