

# National Urban Poverty Reduction Programme (NUPRP) Six-Month Progress Report (April – September 2018)



**October 2018**

## Acronyms

<b>CCVA</b>	Climate Change Vulnerability Assessment
<b>CDC</b>	Community Development Committee
<b>CHDF</b>	Community Housing Development Fund
<b>CRMIF</b>	Climate Resilient Municipal Infrastructure Fund
<b>DFID</b>	Department for International Development
<b>DPP</b>	Development Project Proforma
<b>ECNEC</b>	Executive Committee of the National Economic Council
<b>GoB</b>	Government of Bangladesh
<b>HDRC</b>	Human Development Research Council
<b>HR</b>	Human Resources
<b>LG</b>	Local government
<b>LGI</b>	Local government institutions
<b>MAU</b>	Mutual Accountability Unit
<b>NUPRP</b>	National Urban Poverty Reduction Programme
<b>PG</b>	Primary Group
<b>RELU</b>	Research, Evaluation and Learning Unit
<b>UNDP</b>	United Nations Development Programme
<b>UPPR</b>	Urban Partnerships for Poverty Reduction

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## 1. Overview of the reporting period (April – September '18)

Perhaps the most significant moment during this six-month period occurred on the 14th of August when the ECNEC Committee approved NUPRP's DPP, this represents a watershed moment in the life of the Programme. The six-months covered in this report are defined by two distinct periods, one occurring before this date, which largely entails preparatory work in anticipation of project approval, and the period following approval. The second stage, while also including preparatory work, was defined by actions taken to make the Programme operational and ready for full implementation of activities. Across all five output areas there were four general kinds of activities that took place between April and September: (i) building a strong understanding of local contexts in the nine cities where NUPRP is present, (ii) developing training materials and conducting capacity building in these nine cities, (iii) initiating the delivery of grants for both Socio-economic Fund (SEF) and Settlement Improvement Fund (SIF) mechanisms, and finally (iv) expanding operational capacity to scale-up NUPRP.

Before beginning to work in each city it is essential to first understand the urban poverty context; this is the first stage of NUPRP's intervention cycle. Between April and September seven Urban Poverty Profiles were completed, which provide a city-level analysis of poverty so that stakeholders understand the spatial and thematic issues. Nine Job Market Assessments were finalised, these provide analysis about the types of jobs available and suitable for poor grantees to pursue and support Local Governments to create a strategy that promotes employment opportunities aligned with local market trends and opportunities. A housing assessment was also piloted in Narayanganj, and at the same time two Climate Change Vulnerability Assessments were carried out (in Narayanganj and Chandpur). These assessments support city-level decision-making concerning pro-poor housing and infrastructure policies that NUPRP contributes to.

Another area of intense activity has been capacity building, or training. Between April and October, a total of thirty training modules were developed, these contribute to building the capacity of the NUPRP team, local government partners, and community organisations. Some of these modules have been deployed to train local community volunteers to help identify SEF grantees, as well as to strengthen local community organisations, such as Town Federations. Across all output areas, and for onboarding new NUPRP staff, the capacity building portfolio has been significantly strengthened with well-designed pedagogic tools that ensure the Programme can be scaled-up.

Perhaps the most ambitious and extensive activities during this six-month period relate to the distribution of Socio-Economic Grants and Small Infrastructure Grants, from the two corresponding Funds. While the scope of these activities was limited due to limited field-level teams in place, a considerable amount of outreach was accomplished. Among the activities completed were: (i) Primary Group Member registration, (ii) engaging local communities to narrow eligible beneficiary lists to produce shortlists, and (iii) the preparation of community contracts. In all, some 758 infrastructure projects, and over 30,000 socio-economic grants will be awarded this year due to the work done during this period. Carrying out this process also led to significant lessons learned and adaptive management gains, as delivery systems and internal coordination mechanisms have been refined during the process. This contributes to strengthening NUPRP's capacity to scale-up the Programme.

Finally, this period saw the significant expansion of UNDP's operational capacity. With the DPP signed, signaling that more staff can be integrated into the NUPRP team, a number of important processes have been initiated. A total of 60+ staff were selected and then offered contracts during this period, and the

Letters of Agreement were drafted in consultation with Mayors and Local Governments. Local recruits, to fill community-level positions were also selected, and will provide immediate support to outreach activities. In addition, other systemic mechanisms were developed include the PG Member Registration tools (resulting in the registration of over 170,000 households in our database), an online information sharing database was launched, and a number of pending procurement contracts were processed.

During the April-November period UNDP encountered several challenges, not the least of which was working without the DPP, but also the political instability in a few cities, and the raised expectations of partner communities given the long delay. Without the DPP, until August, UNDP had to retain a low profile in each city and was without local staff to support community outreach, as well as unable to hire key programmatic positions at the country-level. In Barisal and Khulna the NUPRP Programme was particularly sensitive to the volatile political environment due to the power transition between competing political parties. UNDP also confronted local community expectations that have been rising, and tensions simmering, due to the long delay to the Programme resulting in many local communities questioning their involvement without any sign of reciprocity.

These challenges were managed and largely overcome in a variety of ways. Despite limited human and financial resources UNDP was able to focus on conducting assessments with current staff capacity, and also to develop a range of training materials. UNDP made the most of city-level staff (at times just the Town Manager) to conduct outreach, and also worked through local Community Organisations (such as the Town Federations who offered their support). Where political instability was problematic activity levels were reduced and Town Managers sought to smooth tensions by engaging early with the newcomer Mayors; while community expectations have been partially met by pursuing SEF and SIF grant delivery targets, even without the benefit of additional support.

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

During the reporting period, significant resources went into developing knowledge products e.g. Urban Poverty Profiles, for local government and communities and making them widely available by publishing them on NUPRP's online database.

In addition, work on preparing concept notes and training guidelines for three city-level management structures commenced.

### 2.1. Highlights for the period April 2018 – September 2018

#### ***Prepared Urban Poverty Profiles for Seven Cities***

Urban Poverty Profiles (UPP) were prepared for seven cities during the reporting period (Barisal, Chandpur, Chattogram, Khulna, Mymensingh, Narayanganj and Sylhet). The UPP reflects the overall poverty scenario at the city-level and presents information in three areas, namely infrastructure, livelihoods, and land tenure and housing. The Profiles also contain recommended actions by poverty issues in the city for both the local government and community organisations to best address the problems. The UPPs are intended for use by the city authorities and the community and have therefore been tailored for these audiences. The UPPs are currently in English but abridged versions will be produced in Bangla for the Community leaders and the Ward Councilors.

#### ***Concept notes prepared for the development of training guidelines for the City/Town Steering Committee, City/Town Project Board, and Project Implementation Committee***

The success of the programme largely depends on the effectiveness of management and governance structures at city level. The implementation modality requires NUPRP to have three management structures in place in every city namely City/Town Steering Committee, City/Town Project Board Project and an Implementation Committee. Three concept notes were prepared to develop training guidelines for these management structures. These training guidelines are being prepared.

Once the Programme is launched at the city level, City/Town Steering Committee and City/Town Project Board will be immediately formed in each city. The Project Implementation Committee is a ward-level committee and during 2018 they will be formed in those wards where there are active CDCs eligible to receive grants.

#### ***Training Guideline Prepared for City/Town Project Board***

At the town-level the City/Town Project Board is the most important management structure to effectively manage the programme. During the reporting period a training guideline for the City/Town Project Board was developed to build the Board Members' understanding about the Programme and what their roles and responsibilities will be.

Training will be conducted in two phases. NUPRP's Town Managers will first receive training from the HQ team, they will then go on to deliver training to the Board Members.

The training highlights why the Board is important, what the roles and responsibilities of the Board are and what the standard operating procedure are. It is expected that during 2018, the City/ Town Planning Boards can be trained in seven towns/ cities, namely Barisal, Chattogram, Chandpur, Khulna, Mymensingh, Narayanganj, and Khulna.

### ***Dissemination of materials through NUPRP's online database***

A wide range of materials e.g. assessments, guidelines, maps have been developed under this Output area. Most of these are intended for use by local government officials; many of the physical products have already been widely shared. These products have also been published on NUPRP's online database/ portal which allows users access to soft copies. During the last reporting period more than more than fifty different products were uploaded, including 1) Poverty index maps and charts for 7 cities 2) Donor efforts assessment map and reports for 9 cities 3) Poverty Reduction Strategies 2017 for 7 cities 4) A Field Guide to Participatory Mapping, Urban Profiling and Poverty Assessment 5) Facilitator Guidelines for City Context Workshops 6) City Context Workshop Maps and Reports for 5 cities, and 7) Poster of the Poverty Mapping Exercise both in Bangla and English.

## 2.2. Progress towards LF milestones

The following table presents progress towards NUPRP's current September 2018 milestones.

<b>September 2018 LF milestone</b>	<b>Progress</b>	<b>Remark</b>
<p><b>Indicator 1.1:</b> Number of Municipalities and City Corporations actively involving the poor in climate resilient and pro poor planning</p> <p><b>Milestone:</b> 12</p>	<p>Due to delays in the DPP approval process, this indicator has been achieved in 4 cities only (Chandpur, Chittagong, Mymensingh, and Narayanganj). It is based on a score card of 5 criteria.</p> <p>There have however been some initiatives in select cities that contribute to achieving this indicator/ milestone: workshops related to CCVAs were conducted in two cities (Chandpur and Narayanganj) and initiatives were taken to conduct poverty mapping in 4 cities.</p>	<p>LF milestones need to be reviewed (depends on phasing).</p>
<p><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</p>	<p>Based on a scorecard of 3 criteria this indicator has been achieved in 5 towns/ cities (Chandpur, Chittagong, Faridpur, Patuakhali, and Sirajganj).</p> <p>The milestone could not be achieved due to delays in the</p>	<p>LF milestones need to be reviewed (depends on phasing).</p>



September 2018 LF milestone	Progress	Remark
committees, WLCC/ WC, TLCCs / CSCC) (Cumulative)  <b>Milestone: 6</b>	DPP approval process.	
<b>Indicator 1.3:</b> Number of towns/ cities with Strategic Urban Resilience Plans drafted (pro-poor and climate resilient) (ICF KPI 13)  <b>Milestone: 10</b>	<p>Due to delays in the DPP approval process, progress in developing SURPs has been negatively impacted.</p> <p>Significant progress has however been made in preparing 'chapters' of the SURPs, including: 1) poverty mapping completed in 7 cities and there are plans to start mapping in another 4 cities 2) pro-poor economic development strategy for 8 cities completed 3) capacity building strategy for community organizations completed for 9 cities 4) Urban Poverty Profiles completed for 7 cities, and 5) Climate change vulnerability assessment (CCVA) completed in 2 cities.</p> <p>Additional assessments i.e. pro-poor climate resilient infrastructure development strategy and city-level strategy to increase municipal revenue will start in early 2019. These will be incorporated within the SURPs.</p>	LF milestones need to be reviewed (depends on phasing).

The following table presents a summary of achievements (for the reporting period and cumulatively) for key activities/ indicators.

Indicator	Achieved between April – September 2018	Cumulative achievement (as at September 2018)
Mapping Donor Efforts Report finalized	8 cities	8 cities
Urban Poverty Profile (UPP) Completed	7 cities	7 cities
Concept notes prepared for the development of training guidelines of the city and ward level management structures.	3 concept notes	3 concept notes
Training Guideline Prepared for City/Town Project Board	1 Training Guideline	1 Training Guideline

### 2.3. Constraints during the period

Key constraints related to Output 1 during the reporting period are presented in the following table:

<b>Constraints</b>	<b>Impact on delivery (High, Medium, Low)</b>	<b>Actions taken</b>
Apart from the Town Manager, no additional staff were recruited at the city level	High	HQ staff provided significant support to the Town Managers e.g. conducting workshops and meeting with city level stakeholders.
Delays in DPP approval limited activities related to public engagement	High	Activities involving city-level public engagements were postponed. However, there were some low-key meetings with mayors and selected city officials and councilors in some cities.

### 2.4. Planned activities and key targets for the period October 2018 – March 2019

The following table presents the key activities for the next reporting period (October 2018 - March 2019):

<b>Planned Activities for October – March 2019</b>	<b>Key targets</b>
Mapping donor efforts	3 cities (Faridpur, Kushtia, and Patuakhali)
Participatory poverty mapping (Mahalla and Resources Mapping and Urban Poor Settlement Mapping)	4 cities (Dhaka North, Faridpur, Kushtia, and Patuakhali)
Preparation of Ward Poverty Atlases	4 cities (Dhaka North, Faridpur, Kushtia, and Patuakhali)
Institutional and Financial Capacity Assessment (IFCA) conducted	3 cities (Chandpur, Mymensingh and Patuakhali)
Support to local government institutions to activate/ form coordination and standing committees	3 cities (Faridpur, Kushtia and Patuakhali)
Formation and Orientation of City/Town Steering Committee and City/Town Project Board	7 cities (Chandpur, Chattogram, Dhaka North, Khulna, Mymensingh, Narayanganj, and Sylhet)

Planned Activities for October – March 2019	Key targets
Formation of Project Implementation Committees at Ward level	7 cities (Chandpur, Chattogram, Dhaka North, Khulna, Mymensingh, Narayanganj, and Sylhet)

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

It is well understood that mobilising communities into community organisations can foster cohesion, empowerment and a voice in city-level decision making processes. With extremely limited resources, particularly at the town-level, many community organisations were reactivated and newly formed. This proved challenging, not only because of limited resources, but because there had been very limited interaction between programme staff and COs during the last few years.

NUPRP firmly believes in building the capacity of these community organisations so that they can stand on their own and sustain beyond the life of the programme. As a result, significant time and effort was devoted to developing training guidelines during the reporting period. A total of 14 guidelines were developed for Federations, CDC Clusters and/ or CDCs. In addition, 5 training modules were developed for programme staff.

As well as preparing all these training modules, the programme worked with nine Federations (from UPPR cities) to develop a vision, mission and organisational profiles. These Federations also received trainings in multiple subject areas such as Organisational Development, Saving & Credit Management and Antifraud Measures.

The savings & credit group is the ‘glue’ that holds many of the community organisations together both during and beyond the life of the programme. Considering its importance, NUPRP developed a solid reporting and management system for the project. Using a mobile app, data is collected from S&C groups on a monthly basis. It is ‘pooled’ in an online database which presents real time information through dashboards.

#### 3.1. Highlights for the period April - September 2018

##### ***Develop Profiles for Town Federations***

Nine of the twelve first-phase cities have Federations that were established during UPPR (Dhaka North, Chittagong, Khulna, Sylhet, Barisal, Narayanganj, Mymensingh, Sirajganj and Kushtia). The Federation assessment report, conducted by NUPRP in early 2017, found that most of the Federations lack a clear vision, mission, goals and they do not have their own capacity building strategy. In response, NUPRP facilitated training workshops for nine Federations so they could develop their vision, mission and goals and an organizational profile in English and Bengali. The profile includes their organisational vision, mission, core values, standard operating procedures (SOP), long term and medium-term goals and an implementation action plan. NUPRP town teams will provide technical guidance and support the Federations in achieving their targets and objectives.

### ***Training Guidelines for Town Federations, CDC Clusters and CDCs***

Many training guidelines (or modules) were developed during the reporting period. These were intended for different audiences including Federations, CDC Clusters, CDCs and NUPRP staff.

To build the capacity and sustainability of Federations, seven training guidelines were developed, including 1) Developing A Vision, Mission and Setting Goals 2) Developing Action Plans 3) Anti-Fraud Training 4) Organisational Development & Management Training, 5) Savings & Credit Management 6) Accounts & Financial Management, and 7) Training on Partnerships and Effective Linkages for Sustainability.

Seven training guidelines were developed to build the capacity of CDC Clusters and CDCs. These were 1) Community Action Planning (CAP) Workshop Training 2) Anti-Fraud Training 3) Strengthening the Capacity of Community Purchase Committees 4) Organisational Development of CDCs & Clusters 5) Strengthening the Capacity of Social Audit Committee (SAC) 6) Savings & Credit Management, and 7) Accounts & Fund Management for Savings & Credit.

Five training guidelines were finalised to build the capacity of NUPRP staff. These included 1) NUPRP Basic Orientation Manual 2) A Manual on Community Organisations' Management 3) Savings & Credit Online Reporting Manual 4) Training guideline on PG Member Registration, and 5) Accounting & Financial Management.

### ***Training for Town Federations***

Each of the nine Town Federations, in addition to some potential cluster leaders, received two batches of training related to Anti-Fraud and Savings & Credit Management. A total of 350 (mostly women) participants attended.

### ***Savings & Credit Online Reporting System and Piloting***

NUPRP will establish thousands of savings and credit groups during the life of the programme. To effectively and efficiently manage the S&C project NUPRP has developed an online reporting system. Data is collected, using mobile apps, from all savings groups and CDCs monthly. The information is available, in real time, from the system. Key indicators are displayed in a dashboard. During the reporting period, the data collection tools and system were tested. It was then piloted live in Mymensingh, Dhaka North and Narayanganj. The Savings & Credit online reporting system is now ready to scale up across all cities.

## **3.2. Progress towards LF targets**

The following table presents progress towards NUPRP's September 2018 milestones.

<b>September 2018 LF milestone</b>	<b>Progress</b>	<b>Remark</b>
<b>Indicator 2.1:</b> Percentage of CDCs whose performance is judged "fully effective " on	There has been no formal assessment to assess progress against this indicator. This	LF milestones need to be

<p>an objective and agreed scale to assess institutional effectiveness as a result of capacity building.</p> <p><b>Milestone:</b> 30%</p>	<p>is because there has been limited capacity within the cities to build CDC capacity.</p> <p>However, even with very limited resources, a total of 47 CDCs have been newly formed and 1,125 CDC have been reactivated. Whilst they have not received formal training they are active and are receiving some support from their respective Federation.</p>	<p>reviewed (depends on phasing)</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</p> <p><b>Milestone:</b> 30%</p>	<p>There has been no formal assessment to assess progress against this indicator. This is because there has been limited capacity within the cities to build Federation capacity and influence the indicators in the scorecard.</p> <p>However, even with very limited resources, all 9 Federations each received five trainings e.g. Visioning, Action Planning etc.</p>	<p>LF milestones need to be reviewed (depends on phasing)</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)</p> <p><b>Milestone:</b> GBP 3.8 million</p>	<p>Because of extremely resources, there has been no support to S&amp;C groups since the start of the programme.</p> <p>A real-time online reporting/management system has been developed and piloted in 3 cities which will provide accurate information to track progress against this indicator.</p>	<p>LF milestones need to be reviewed (depends on phasing)</p>

The following table presents a summary of achievements (for the reporting period and cumulatively) for key activities/ indicators

<b>Indicator</b>	<b>Achieved between April – September 2018</b>	<b>Cumulative achievement (as at September 2018)</b>
Number of new Community Development Committees (CDC) formed in 9 cities (Old +New)	41 CDCs	47 CDCs
Number of existing CDCs reactivated in 9 UPPR cities	121 CDCs	1,125 CDCs

<b>Indicator</b>	<b>Achieved between April – September 2018</b>	<b>Cumulative achievement (as at September 2018)</b>
Number of Federations receiving training on 5 mandatory <sup>1</sup> trainings	9 Federations	9 Federations
Number of capacity building modules developed for Community Organisations	11 modules	19 modules
Number of Federations developing their own organisational profile	9 Federations	9 Federations

### 3.3. Constraints during the period

<b>Constraints</b>	<b>Impact on delivery (High, Medium, Low)</b>	<b>Actions taken</b>
Project staffs (Experts, Community Organisations and Community Facilitators) not recruited on time.	High	Federation, Clusters and community volunteers have been engaged in formation and reactivation of PGs and CDCs.
Limited resources allocated to form and capacity building of new & existing CDCs	Medium	Municipalities extended few resources (Staffs and meeting cost) from their own allocations to mobilise urban communities. Moreover, Federation leaders extended their supports voluntary.
Capacity building training could not organise for the CDCs due to resources limitation and delay	Medium	Capacity building training provided to Federations and Cluster Leaders. They are supporting to the CDCs leaders to carry out their routine activities.

### 3.4. Planned activities and key targets for the period October 2018 – March 2019

The following table presents the key activities for the next reporting period (October 2018 - March 2019):

<b>Planned Activities for October 2018 – March 2019</b>	<b>Key target</b>
Form new CDCs	145 CDCs
Reactive CDCs in old (UPPR) cities	130 CDCs

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

<b>Planned Activities for October 2018 – March 2019</b>	<b>Key target</b>
Develop Community Action Plans (CAP) in 7 cities	245 CAPs
Develop training modules to build the capacity of Community Organisation (CDCs, Clusters & Federations)	6 modules
Conduct training for Community Purchase Committees and Social Audit Committees	14 batches
Conduct Basic ToT for Programme staff on different training courses e.g. Organisational Development & Management, Savings & Credit Management etc.	14 batches
Conduct mandatory training to build capacity of Community Organisations (CDCs, Clusters & Federations)	90 batches
Organise community-to-community and city-to-city learning visits for Municipality/City Corporation officials and community leaders	20 community-to-community visits and 3 city-to-city learning visits.
Conduct savings & credit baseline assessment in 9 old (UPPR) cities	1,550 CDCs
Hold national workshop for all Town Federations	1 national workshop

## 4. Output 3: Improved well-being in poor urban slums particularly for women and girls

NUPRP has developed a thorough approach to the selection of grantees, which is backed-up by comprehensive training guidelines. The process starts with PG member registration during which basic information is collected from all PG members, including information related to the selection criteria. Longlists of eligible grantees are then automatically generated and shared with the community so that they can shortlist. During the reporting period, PG member registration and longlisting, as well as the training of staff and community, was completed. Community shortlisting commenced in October.

Because of the scale and complexity of the programme, HQ staff will need to provide substantial training to staff and community organisation representatives. Significant resources went into preparing training guidelines during the reporting period, particularly in relation to the management of the SEF process. Many community members received the training, despite limited city-level resources.

### 4.1. Highlights for the period April 2018 – September 2018

#### ***Generating longlists of potential SEF grantees from PG member registration***

Primary Group member registration collects basic information about all primary group members and their family members. It includes the collection of data related to the selection criteria for socio-economic grants. During the reporting period, PG member registration progressed in seven cities and the online system generated longlists of eligible grantees. These lists were shared with the town teams to initiate the shortlisting process in conjunction with the community.

Factors guiding the allocation of SEF grants at the city level include the poverty status of Wards as well as the capacity of CDCs to absorb/ manage/ monitor the grants.

#### ***Orientation of Community Organisation about the SEF beneficiary selection process***

NUPRP has developed a comprehensive methodology to encourage the rightful allocation of socio-economic grants. The methodology includes seven steps: 1) Agreement on resource allocation strategy for the city 2) Identification of eligible SEF grantees 3) Allocating the number of grants by Ward 4) Orientation of CO leadership in targeted Wards 5) Validation of data and shortlisting by community 6) Verification, and 7) Ward Councilor Endorsement.

The Community Organisations need to understand the overall process. In order to do so, NUPRP oriented 1,038 COs (Town Federation and CDC Cluster leaders) on the SEF beneficiary selection process.

#### ***Shortlisting beneficiaries for SEF grants***

As explained in the SEF selection process methodology, the process of shortlisting eligible grantees (from the longlists) began. The process of SEF grantee selection commenced in seven cities during the reporting period and allowed PGs and CDCs to play a significant role in deciding who should be in the shortlist. In the coming months, the shortlisted grantees will be verified by NUPRP staff. The transparent, consensus-driven process helped ensure satisfaction of beneficiaries, and the final shortlists were presented to Ward Counselors, thereby encouraging their buy-in.



### **Conducted Local Job Market assessment and produced report**

To develop local poverty reduction strategies such as understanding where apprentices can take courses, what start-up businesses are best suited for project support, and what advice to give local governments about promoting employment drives, a city-level market assessment is useful. During the reporting period, a Market Assessment Tool was developed and piloted in Mymensingh which resulted in a Market Assessment report. Based on the Mymensingh pilot, the local job market assessment was replicated in a further 8 cities resulting in 8 reports. These will form the foundation for developing Local Economic Development Strategies in each city.

### **Development of training modules related to SEF implementation**

During the period April-September 2018, four training guidelines were developed in relation to SEF implementation. These modules are intended for different audiences including community organization representatives and NUPRP staff. These modules included: 1) SEF beneficiary Selection Process for CDCs 2) SEF implementation process for NUPRP staff 3) SEF verification process, and 4) SEF contract implementation process. Those modules were piloted and adapted based on the learnings.

## 4.2. Progress towards LF milestones

The following table presents progress towards NUPRP's current September 2018 milestones.

<b>September 2018 LF milestone</b>	<b>Progress</b>	<b>Remark</b>
<b>Indicator 3.1:</b> Percentage of education grantees completing the academic year in which they receive the grant  <b>Milestone: 80%</b>	Due to delays in DPP approval, no education grants were distributed.  However significant progress was made in identifying eligible grantees (longlists and shortlisting by the community) in 7 cities.	LF milestones need to be reviewed (depends on phasing)
<b>Indicator 3.2:</b> Percentage of primary target groups (pregnant and lactating women) with improved awareness about nutrition issues above baseline  <b>Milestone: 60%</b>	No nutrition activities have commenced at the city level. NUPRP's nutrition strategy was however approved by DFID in September 2017.	LF milestones need to be reviewed (depends on phasing)
<b>Indicator 3.3:</b> Number of CDC safe community committees functioning to address VAWG and early marriage issues  <b>Milestone: 50 Committees</b>	CDC safe community committees could not be formed because a government order is required (NPD approval).	LF milestones need to be reviewed (depends on phasing)
<b>Indicator 3.4:</b>		LF milestones

<p>Number of people with improved livelihood opportunities through SEF (ICF KPI 1)</p> <p><b>Milestone:</b> 26,200 (20% M, 80% F)</p>	<p>Due to delays in DPP approval, no SEF grants were distributed.</p> <p>However significant progress was made in identifying eligible grantees (longlists and shortlisting by the community) in 7 cities.</p>	<p>need to be reviewed (depends on phasing)</p>
<p><b>Indicator 3.5:</b></p> <p>Number of CDC leaders received training related to VAWG and early marriage</p> <p><b>Milestone:</b> 2250 CDC leaders</p>	<p>Due to delays in DPP approval no CDC leaders received training on VAWG or early marriage.</p> <p>NUPRP has however identified a gender security audit consultant to conduct an assessment. She will be deployed in November. The assessment will provide an outline of training curricula.</p>	<p>LF milestones need to be reviewed (depends on phasing)</p>

The following table presents a summary of achievements (for the reporting period and cumulatively) for key activities/ indicators.

<b>Indicator</b>	<b>Achieved between April – September 2018</b>	<b>Cumulative achievement (as at September 2018)</b>
Number of cities for which longlists of SEF grantees generated	7 cities <sup>2</sup> (30,000 SEF grantees)	7 cities (30,000 SEF grantees)
Number of Community Groups trained for SEF beneficiary selection process	From 7 cities: 350 Federation and CDC Cluster leaders Representation from 1,000 CDCs and PGs	From 7 cities: 350 Federation and CDC Cluster leaders Representation from 1,000 CDCs and PGs
Number of city in which meetings held to explain SEF grant shortlisting process	5 cities	5 cities (Dhaka North, Sylhet, Mymensingh, Narayanganj, Chandpur)
Number of cities in which local job market assessment conducted and report produced	8 cities <sup>3</sup>	8 cities

<sup>2</sup> Dhaka North, Sylhet, Chattogram, Khulna, Mymensingh, Narayanganj, Chandpur

<sup>3</sup> Dhaka North, Sylhet, Chattogram, Khulna, Barisal, Mymensingh, Narayanganj, Chandpur

<b>Indicator</b>	<b>Achieved between April – September 2018</b>	<b>Cumulative achievement (as at September 2018)</b>
Number of training guidelines developed related to SEF implementation	4 training guidelines	4 training guidelines

### 4.3. Constraints during the period

Key constraints related to Output 3 during the reporting period are presented in the following table:

<b>Constraints</b>	<b>Impact on delivery (High, Medium, Low)</b>	<b>Actions taken</b>
In the absence of an approved DPP, keeping a low profile and visibility yet still making preparations for SEF delivery	High	Developed a methodology and process to select SEF beneficiaries and oriented Community Organisations and existing (limited) staff. Developed special plan (human resources, monitoring and follow-up, verification etc.) to effectively conduct city-level activities.
Inadequate city-level staff to collect data and prepare report for job market assessment.	High	HQ staff provided significant support to the cities e.g. concept note, guidelines, report template etc.
Since DPP approval, the process of contracting consultants and partners is taking time (particularly for Nutrition and VAWG sub-components)	Medium	Despite not having contracts in place, NUPRP has initiated informal discussions with the consultants and partners to agree workplans, initiate methodology designs etc.

### 4.4. Planned activities and key targets for the period October – March 2019

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

<b>Planned Activities for October – March 2019</b>	<b>Key target</b>
Train business grantees on how to plan and manage their businesses	7 cities <sup>4</sup>
Train the CDC Clusters and CDCs on SEF contract implementation	7 cities
Establish partnership with the Skill Training providing Organization and Private Sectors for Job Placement	7 cities
Introduce SEF fund flow mechanism at the city level	7 cities
Finalise list of SEF grantees for the first cohort	7 cities
Support CDCs to select SEF beneficiaries and develop SEF proposals	7 cities
Distribute SEF grants	7 cities
Conduct Gender Security Assessment	5 cities
Develop guideline and TOR for forming safe community committees to address VAWG and early marriage issues	9 cities
Develop methodology, plans and communication materials for raising awareness about nutrition issues	11 cities
Baseline assessment for nutrition interventions	11 cities
Training of Master Trainers on Nutrition activities	11 cities

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<sup>4</sup> Narayanganj, Chandpur, Chattagram, Mymensingh, Khulna, Dhaka North City Council, and Sylhet

## 5. Output 4: More secure land tenure and housing in programme towns and cities

### 5.1. Highlights for the period April – September 2018

The lack of a Housing and Land Tenure Coordinator has hampered progress in this Output area but one of the significant achievements was the development and piloting of a housing assessment methodology. Engaging Local Governments to adopt a pro-poor involvement in Housing and Land Tenure policy is rare, not only in Bangladesh but in other countries in the region. One of the reasons is that housing policies are not understood to be within the realm of local government authority or financial or technical capacity. But changing this perspective begins with making Local Governments aware of the consequences of not acting, and also to identify practical and feasible actions that they can take, despite limited resources or legislative means.

The piloting of the housing assessment in Narayanganj helped NUPRP take one step forward because it was able to demonstrate how a rapid city-level assessment could be conducted and be used to demonstrate the issues that cities face regarding rising housing demands and the resulting impact upon the urban poor. By integrating an analysis of housing with a survey of available lots of vacant land (NUPRP previously conducted a Vacant Land Mapping study), the housing assessment is able to demonstrate some potential locations where alternative housing and land tenure arrangements for poor communities may be developed. Once the Housing and Land Tenure Coordinator is on board more progress will be made in this area.

### 5.2. Progress towards LF targets

The following table presents progress towards NUPRP's current September 2018 milestones.

September 2018 LF milestone	Progress	Remarks
<p><b>Indicator: 4.1.</b> Number of CHDFs established / revitalised for climate resilient housing upgrades</p> <p><b>Milestone:</b> 12</p>	<p>Due to delays in DPP approval and lack of staff under this Output, no CHDFs have been established/ revitalised.</p> <p>The CHDF assessment/ baseline report has however been completed which will help guide some of the next steps in terms of CHDF reactivation and capacity development.</p>	<p>LF milestones need to be reviewed (depends on phasing)</p>
<p><b>Indicator 4.2.</b> Number of households using their CHDF loan to make their houses more climate resilient</p> <p><b>Milestone:</b> 500</p>	<p>No CHDF loans were disbursed during the reporting period.</p>	<p>LF milestones need to be reviewed (depends on phasing)</p>
<p><b>Indicator 4.3</b> Number of households with improved tenure security</p>	<p>0</p>	<p>LF milestones need to be reviewed</p>

<b>Milestone:</b> 12,000		(depends on phasing)
<b>Indicator 4.4:</b> Number of households more climate resilient as a result of land readjustment, land sharing, land consolidation <b>Milestone:</b> 500	0	LF milestones need to be reviewed (depends on phasing)

The following table presents a summary of achievements (for the reporting period and cumulatively) for key activities/ indicators.

<b>Indicator</b>	<b>Achieved between April – September 2018</b>	<b>Cumulative achievement (as at September 2018)</b>
City-level housing assessment methodology piloted and finalised	1 methodology	1 methodology
Number of poor settlement housing assessment reports completed (Chandpur)	1 report	1 report

### 5.3. Constraints during the period

Key constraints related to Output 4 during the reporting period are presented in the following table:

<b>Constraints</b>	<b>Impact on delivery (High, Medium, Low)</b>	<b>Actions taken</b>
Absence of an Output Coordinator, and Experts	High	External interns were used to develop the methodology and conduct the assessment
Lack of available budget to conduct Housing Assessment	Medium	Ditto

#### 5.4. Planned activities and key targets for the period October – March 2019

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

<b>Planned Activities for October – March 2019</b>	<b>Key Targets</b>
Finalization of VLM methodology	Final VLM methodology incorporating all the necessary steps
Consultation with Mayor, Federation and CDC leaders to form new CHDF	Consultation meeting complete in 3 cities (Khulna, Mymensingh and Barisal)
Develop CHDF strategy, guideline, training modules, and training plan, related to the establishment, capacity development and management of all CHDFs	Develop CHDF strategy, guideline, training modules, and training plan

## 6. Output 5: More and better climate-resilient and community-based infrastructure in programme towns and cities

In urban poor communities there is generally a dearth of basic urban services and infrastructure. Communities have limited water and sanitation facilities, poor drainage, unpaved and narrow footpaths & suffer the effects of waterlogging in their daily life. Due to climate change effects these problems are expected to only increase. To address community infrastructure needs, NUPRP's Settlement Infrastructure Fund (SIF) is designed to support local communities to engage in inclusive planning processes to identify their needs and submit proposals for approval. The process is however lengthy, requiring many documents and the support of engineers to draft plans and budgets, and requires community oversight in the execution of the projects on the ground.

In the absence of an Infrastructure Coordinator and town-level experts, activities in this Output were limited during the reporting period. The focus was however to complete the SIF Implementation guideline, preparation of design & estimation templates of infrastructure projects and to initiate the community contract preparation for (758) potential projects identified in three cities during the previous reporting period.

### 6.1. Highlights for the period March 2018 – September 2018

#### ***Climate Change and Vulnerability Assessment (CCVA) Methodology Developed and Piloted in Chandpur***

A CCVA methodology was developed and piloted in Chandpur. The objective of the CCA is to increase understanding, at the city-level, about which areas are most vulnerable to climate change, in what way and what counter-measures might be feasible.

The methodology builds on the knowledge of poor settlements generated from the City Context Workshop, and uses the same urban data and maps presented at that time. The methodology uses a participatory approach during which different stakeholders from the community and local government interacted shared their perspectives.

#### ***CCVA Reports Completed in Chandpur and Narayanganj***

Having piloted the CCVA methodology in Chandpur, the methodology was also rolled out in Narayanganj. Stakeholders were engaged in a participatory process to gather, analyze, and draw conclusions about climate impacts on the city, in a way that engaged relevant people in developing their understanding and their own solutions. Two separate CCVA reports were prepared.

#### ***Prepared Draft Mason's Training (Technical) Guideline***

Community organisations will contract local masons to lead in the construction of SIF projects. It is crucial that masons have the correct technical knowledge and understanding about the minimum standards required from NUPRP. During the reporting period, NUPRP developed a SIF Training (Technical) guideline for Masons and community leaders so that they have the correct technical knowledge to prepare for, and then implement, SIF infrastructure projects. This will ensure quality results in the implementation and management of these projects.



The training guideline provides guidance on the types of project and their design specifications, the expected quality and standard of construction materials, construction procedures, and tips on how to plan and monitor the construction of SIF infrastructure projects.

**Infrastructure design templates drafted for identified small-scale priority community projects**

The Programme identified 758 potential community infrastructure projects in 86 CDCs of Khulna, Mymensingh and Chandpur city. These projects fall within one of seven categories of project: footpath with edging, footpath without edging, open drain, covered drain, twin pit-latrines, community latrine, & tube well. For all seven categories of project, NUPRP has prepared detailed draft designs, drawings and estimations which are crucial for community contract preparation as well as implementation.

**Validating proposed SIF projects in three cities**

NUPRP completed validation exercise to assess whether the correct process had been followed and that the appropriate documentation to support the process was available. The validation process was completed for all 758 projects of 86 CDCs in three cities. The documentation and process were found to be in order.

**Draft Community Contract Preparation:**

Preparation of Community Contract for identified 758 projects in 3 cities are ongoing and hopefully it will be completed by November 2018.

**6.2. Progress towards LF targets**

The following table presents progress towards NUPRP’s September 2018 milestones:

<b>September 2018 LF milestone</b>	<b>Progress</b>	<b>Remark</b>
<p><b>Indicator 5.1:</b> Number of people with sustainable access to 1) clean drinking water, and 2) sanitation sources</p> <p><b>Milestone:</b> 85,500 (water); 146,250 (sanitation)</p>	<p>No SIF community contracts were awarded during the reporting period due to delays in the DPP approval process.</p> <p>NUPRP did however identify 758 projects suitable for SIF funding.</p> <p>Infrastructure design templates have also been drafted for the 758 identified projects</p>	<p>LF milestones need to be reviewed (depends on phasing)</p>
<p><b>Indicator 5.2:</b> Number of Climate Change Vulnerability Assessments (CCVAs) completed (IFC KPI 15, Innovation)</p> <p><b>Milestone:</b> 12</p>	<p>Due to delays in DPP approval (resulting in limited funding and staff) this milestone could not be achieved. A CCVA methodology was however piloted in Chandpur and CCVAs were conducted in 2 cities and the assessment reports prepared (Chandpur and Narayanganj).</p>	<p>LF milestones need to be reviewed (depends on phasing)</p>
<p><b>Indicator 5.3:</b> Number of people supported to cope with the effects of</p>	<p>No SIF community contracts were awarded during the reporting period</p>	<p>LF milestones need to be</p>

climate change through SIF and CRMIF (ICF KPI 1)  <b>Milestone:</b> 396,000	due to delays in the DPP approval process.  NUPRP did however identify 758 projects suitable for SIF funding.	reviewed (depends on phasing)

The following table presents a summary of achievements (for the reporting period and cumulatively) for key activities/ indicators.

<b>Indicator</b>	<b>Achieved between March-September 2018</b>	<b>Cumulative achievement (as at September 2018)</b>
CCVA methodology piloted	1	1
Number of CCVA reports completed	2	2
Number of city-level stakeholder consultation and information sharing workshops related to CCVA completed (Chandpur and Narayanganj)	4	4
Number of training guidelines completed for CDCs (Mason's (Technical) Training Guideline for SIF Infrastructure Construction)	1	1
Number of infrastructure design templates drafted	7	7

### 6.3. Constraints during the period

The key constraints related to Output 5 during the reporting period are presented in the following table:

<b>Constraints</b>	<b>Impact on delivery (High, Medium, Low)</b>	<b>Actions taken</b>
The absence of NUPRP technical staff (Infrastructure Coordinator, City Experts, Community Organiser's/ Facilitators) has resulted in slower than desired results.	High	Attempts made to keep shortlisted candidates updated on DPP progress so they remain motivated and to help NUPRP understand whether a new recruitment process might be necessary

#### 6.4. Planned activities and key targets for the period September-March 2018

The following table presents the key activities for the next reporting period (April– September 2018):

<b>Planned Activities for April– September 2018</b>	<b>Key target</b>
CDCs and relevant local government officials trained on the implementation process of SIF	30 batches
CDCs and relevant local government officials trained on management and maintenance of SIF infrastructure	9 batches
Train masons and the CDCs on SIF Infrastructure construction	9 batches
Number of CDCs facilitated to develop their SIF proposals	81 CDCs
Number of SIF projects completed	758 projects
Strategy and implementation guideline developed for Climate Resilience Municipal Infrastructure Fund (CRMIF)	Strategy and guideline
Cities in which SIF projects identified	11 cities

## 7. Research, Evaluation and Learning Unit (RELU)

Between April and September 2018, RELU's focus was on building the online database and registering approximately 170,000 primary group members.

The online database was developed by a local company, Field Information Services Limited, and serves as the online platform that pools information from the towns. The information stores basic information collected on all primary group members (PG member registration) as well as progress information about key activities and the workplan.

PG member registration allows the programme to understand the profile of primary group members e.g. gender, age, livelihoods, multi-dimensional poverty. It therefore helps in reporting and targeting and promotes value for money and transparency.

The RELU team awaits the arrival of new staff (during the next reporting period) and has developed a range of training materials to facilitate induction.

### 7.1. Highlights for the period April – September 2018

#### ***Online database (beneficiary database and activity monitoring)***

During the first quarter of 2018, NUPRP awarded Field Information Systems Limited (also known as Field Buzz) the contract to develop an online system that would allow the programme to monitor activities for the main programme interventions as well as serve as a database for all primary group members.

Information about Primary Group (PG) members is collected during PG member registration (see below). A summary of the data e.g. gender, age, disability status etc. is presented in a series of dashboards which facilitates reporting.

The system also allows the town teams to report on their work plan activities which allows NUPRP to track progress at the programme, as well as town level. In addition, town teams will report, through the system, on core components of the programme e.g. the settlement improvement fund, the socio-economic fund, savings and credit activities etc. Key information is displayed in dashboards to facilitate reporting and project management.

The contract with Field Buzz came to an end in September 2018. The company now has a maintenance contract to provide support and fine-tuning as the system is scaled up and rolled out.

#### ***Primary Group Member Registration***

As at the end of December 2017 NUPRP had reactivated or created over 1,000 Community Development Committees in several City Corporations and Pourashavas. Despite forming all these CDCs the Programme had very limited information about the PG members due to a lack of field staff. NUPRP approached DFID in February '18 for funding to register these PG members and clear this 'backlog' (in 8 cities). This request was duly approved.

PG member registration helps NUPRP to understand who the PG members are, what their profile is in terms of livelihoods, age, gender, deprivations and where they are located. Because PG member registration also collects data related to SEF selection criteria, it aids NUPRP in the targeting of grants. It also promotes value for money, transparency, and reporting.

As at the end of September 2018, +/- 170,000 PG members have been registered across 8 first-phase cities. This ranges from Just over 5,000 in Kushtia to 50,000 in Khulna.

### ***Impact Assessment***

DFID and UNDP have agreed that the programme’s impact assessment should be independent and objective and that it should therefore be outsourced. A consortium comprising the Human Development Research Council (HDRC) and the University of Rotterdam (International Institute of Social Studies) was identified as the preferred service provider during the first quarter of 2017.

Without an approved DPP, UNDP was unable to contract HDRC. However, after DPP approval, and towards the end of the reporting period UNDP was able to sign a contract with HDRC. It is hoped that the first phase of the overall impact assessment, that of inception and methodology design, will be in place by the end of December 2018.

NUPRP also developed and shared a draft terms of reference for the Impact Assessment Steering Committee with DFID.

### ***Staffing/ Training Materials***

Since the end of the last reporting period, there were no changes in the Research, Evaluation and Learning Unit’s staffing.

The RELU team developed/ refined a series of training materials, including:

- Settlement Improvement Fund reporting training guideline
- Primary Group member registration training guideline
- Socio-economic Fund reporting training guideline
- Socio-economic Fund verification training guidelines

### ***Logical Framework***

There were no significant changes to the logframe during the reporting period. NUPRP did however approach DFID during September with a number of process indicators/ targets that could be added to the logframe. These could form the basis against which the programme could be assessed during the 2018 annual review (scheduled for October/ November 2018). This is the same approach followed by NUPRP and DFID during the 2017 annual review.

## **7.2. Constraints during the period**

Key constraints related to RELU during the reporting period are presented in the following table:

<b>Constraints</b>	<b>Impact on delivery (High, Medium, Low)</b>	<b>Actions taken</b>
Rolling out PG member registration with very limited Human Resources	Low	UNDP has put in place many measures to promote quality, whilst still registering tens of thousands of PG members.  There is a heavy reliance on locally engaged

		supervisors and senior supervisors to ensure quality.
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### 7.3. Planned activities and key targets for the period April– September 2018

The following table presents the key activities for the next reporting period (April– September 2018):

<b>Planned Activities for October – March 2019</b>	<b>Key target</b>
Contract impact assessment team (HDRC + University of Rotterdam)	Contract in place in October 2018
Impact assessment methodology drafted and approved by EQUALS	By mid-January 2019
Clear the backlog of PG members which are part of CDCs but not yet registered in Barisal (approx. 25,000)	Within 6 weeks of starting
Provide training to relevant staff in use of online database	By December 2018 (for first batch of staff)
PG member registration	Ongoing basis (as new primary groups formed)
Induct 4 x Regional M&E Officers and MIS Officer	4 Regional M&E Officer + 1 MIS Officer recruited asap after DPP signed
Support impact evaluation team (e.g. methodology design, logistics etc.)	Immediately after signing the contract with HDRC, the draft methodology developed by RELU will be shared. RELU will support HDRC to finalise their inception report and conduct the baseline survey.
Scale-up NUPRP's verification/ spot checking system	Monthly verification will be introduced. Different components will be verified as and when they are up and running

## 8. Operations

### 8.1. Highlights for the period April 2018 –September 2018

Operations includes 1) Human Resources, 2) Procurement, 3) Mutual Accountability (MA), and 4) Finance. Highlights for the period under review include:

<b>HR</b>	<ul style="list-style-type: none"> <li>• The recruitment processes for the following positions were completed by September 2018:             <ul style="list-style-type: none"> <li>○ Infrastructure Coordinator</li> <li>○ Land Tenure &amp; Housing Coordinator</li> <li>○ Nutrition Coordinator</li> <li>○ Communications Coordinator</li> <li>○ Infrastructure &amp; Housing Expert (12 positions)</li> <li>○ Gender Expert</li> </ul> </li> <li>• The following table shows the number of positions for which individuals were offered and accepted</li> </ul> <table border="1" data-bbox="578 1012 1432 1885"> <thead> <tr> <th>Position</th> <th>Offer issued</th> <th>Offer acceptance</th> </tr> </thead> <tbody> <tr> <td>Socio Economic &amp; Nutrition Expert</td> <td>12</td> <td>7</td> </tr> <tr> <td>Governance &amp; Mobilization Expert</td> <td>12</td> <td>5</td> </tr> <tr> <td>Infrastructure &amp; Housing Expert</td> <td>10</td> <td>8</td> </tr> <tr> <td>Finance &amp; Admin Expert</td> <td>12</td> <td>6</td> </tr> <tr> <td>Town Manager</td> <td>4</td> <td>1</td> </tr> <tr> <td>Regional M&amp;E Officer</td> <td>4</td> <td>2</td> </tr> <tr> <td>MIS Officer</td> <td>1</td> <td>1</td> </tr> <tr> <td>Nutrition Coordinator</td> <td>1</td> <td>1</td> </tr> <tr> <td>Communication Coordinator</td> <td>1</td> <td>1</td> </tr> <tr> <td>Gender Expert</td> <td>1</td> <td>1</td> </tr> <tr> <td>Admin Assistant</td> <td>1</td> <td>0</td> </tr> </tbody> </table>	Position	Offer issued	Offer acceptance	Socio Economic & Nutrition Expert	12	7	Governance & Mobilization Expert	12	5	Infrastructure & Housing Expert	10	8	Finance & Admin Expert	12	6	Town Manager	4	1	Regional M&E Officer	4	2	MIS Officer	1	1	Nutrition Coordinator	1	1	Communication Coordinator	1	1	Gender Expert	1	1	Admin Assistant	1	0
Position	Offer issued	Offer acceptance																																			
Socio Economic & Nutrition Expert	12	7																																			
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Communication Coordinator	1	1																																			
Gender Expert	1	1																																			
Admin Assistant	1	0																																			

	<table border="1"> <tr> <td data-bbox="578 191 873 247"><b>Total</b></td> <td data-bbox="873 191 1146 247"><b>59</b></td> <td data-bbox="1146 191 1433 247"><b>33</b></td> </tr> </table>	<b>Total</b>	<b>59</b>	<b>33</b>	<ul style="list-style-type: none"> <li>• The recruitment processes for the following positions was initiated and is to be completed by November 2018 <ul style="list-style-type: none"> <li>○ Housing Finance Coordinator</li> <li>○ Finance Specialist</li> <li>○ Finance Officer</li> <li>○ Internal Audit Officer</li> <li>○ Urban Planning &amp; GIS Officer</li> </ul> </li> <li>• The selection and mobilisation of one Infrastructure &amp; Housing Expert in the absence of an Infrastructure &amp; Housing Coordinator</li> <li>• NUPRP has hired 92 Community Volunteers as a temporary basis for 9 Towns (in the absence of Community Facilitators and to support SEF processes).</li> </ul>
<b>Total</b>	<b>59</b>	<b>33</b>			
<b>Procurement</b>		<ul style="list-style-type: none"> <li>• Procurement contract issued to Disaster Management Watch for 2<sup>nd</sup> phase of the Mahalla &amp; Resource Mapping &amp; Urban Profiling in 5 cities</li> <li>• Amended contract issued to Field Information Solutions Ltd. for 3<sup>rd</sup> phase of the online database development for training, server and software stack maintenance &amp; general user support / troubleshooting (funded by UNDP)</li> <li>• Purchased Order issued to BRACNet for internet connection to field offices</li> <li>• Two Request for Proposals have been advertised for Institutional &amp; Financial Capacity Assessment (IFCA) and Urban Poor Settlement Mapping</li> <li>• Advertisement has been published for two national consultants to develop training modules for capacity building of Community Organisations</li> <li>• A Request for Quotation has been published for printing of savings and credit registers.</li> </ul>			
<b>MAU</b>		<ul style="list-style-type: none"> <li>• Developed Anti-Fraud Training Module for Federation leaders;</li> <li>• Developed Anti-Fraud Training Module for Cluster and CDC leaders;</li> <li>• Developed Social Audit Training Module for Social Audit Committee (SAC);</li> <li>• Facilitated Anti-Fraud training in 6 cities/towns for Federation and potential Cluster Leaders</li> </ul>			



	<ul style="list-style-type: none"> <li>Conducted Spot check/verification during PG registration in three cities/towns</li> </ul>
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## 8.2. Constraints during the period

Key constraints related to Operations during the reporting period are presented in the following table:

<b>Constraints</b>	<b>Impact on delivery (High, Medium, Low)</b>	<b>Actions taken</b>
NUPRP offered the selected candidates but couldn't get the required number of staff due to delay in DPP approval. Some of the potential candidates have joined other organization including UN.	High	<p>Project management has prioritized the staff deployment based on the delivery cities.</p> <p>Have started offering from roster if available</p> <p>UNDP and project management are working on re-advertising few positions those are still vacant.</p>
Due to delay in program implementation, few planned works could not be done such as ToT, staff orientation and training could not be done.	Low	Worked in other areas such as developed training modules, spot check in PG registration

## 8.3. Planned activities and key targets for the period October 2018 – March 2019

Key activities for the next reporting period (October 2018 – March 2019) include:

<b>HR</b>	<ul style="list-style-type: none"> <li>Issuing contracts to 33 candidates who accepted UNDP's offer</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>Issuing consultancy contract for impact evaluation</li> <li>Issuing consultancy contract for Climate Change and Vulnerability Assessment</li> <li>Issuing individual consultancy contract for conducting gender security audit for urban informal poor communities</li> </ul>

	<ul style="list-style-type: none"><li>• Hiring consultancy firms for Institutional &amp; Financial Capacity Assessment and Urban Poor Settlement Mapping</li><li>• Hiring individual consultants for developing training module for capacity building of Community Organizations</li><li>• Issuance Purchase Order for printing savings and credit registers</li></ul>
<b>MAU</b>	<ul style="list-style-type: none"><li>• ToT to NUPRP staff on anti-fraud;</li><li>• Conducting anti-fraud training for the CDC and Cluster leaders, CFs and COs in seven cities;</li><li>• Orientation Workshop to government counterpart and local representatives in seven cities;</li><li>• Spot check/verification in Beneficiary Selection Process in seven cities</li><li>• Develop Fraud Reporting App</li></ul>

Annex 1: NUPRP Risk Register (updated 16 October 2018)

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
<i>Reputational risk</i>	UNDP staff (and contractors) use their position of authority to sexually exploit and abuse their power with subordinates and beneficiaries	IPM	3 = Possible	4 = Major	7 - 12 = Moderate	<p>All UNDP staff are obliged to complete a mandatory courses including related to the prevention of sexual exploitation and the abuse of power.</p> <p>Any allegation of sexual exploitation and abuse reported to UNDP is assessed and may be investigated by the independent Office of Audit and Investigation</p> <p>Once implementation starts RELU will establish a beneficiary feedback and verification system</p> <p>Mutual Accountability Unit will establish a hotline for beneficiaries to report grievances</p>	2 = Unlikely	3 = Moderate	1 - 6 = Minor	-6

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
<i>Operational risk</i>	Governance structures are not fulfilling their terms of reference (PIC, TPB, TSC) impacting on delivery of the programme	TM	2 = <i>Unlikely</i>	3 = <i>Moderate</i>	1 - 6 = <i>Minor</i>	Better elaboration of TOR Monitoring and support from NUPRP Follow the process	1 = <i>Rare</i>	2 = <i>Minor</i>	1 - 6 = <i>Minor</i>	-4
<i>Fiduciary risk</i>	Political pressure for selecting beneficiaries may lead to inclusion and exclusion error (SIF and SEF)	NPD	3 = <i>Possible</i>	3 = <i>Moderate</i>	7 - 12 = <i>Moderate</i>	PG Registration Tighter criteria Awareness about the criteria Verification and validation of lists Disclosure of information Decision-making in open forums Engagement of Counsellors	2 = <i>Unlikely</i>	2 = <i>Minor</i>	1 - 6 = <i>Minor</i>	-5
<i>Operation</i>	Lack of	TM	2 =	2 =	1 - 6 =	Regular coordination	1 = <i>Rare</i>	2 = <i>Minor</i>	1 - 6 =	-2

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
<i>Operational risk</i>	coordination between Community and Local Government can lead to delays and confusion		<i>Unlikely</i>	<i>Minor</i>	<i>Minor</i>	meetings of Counsellors and clusters Raise awareness of roles of PIC and COs Regular meetings btw Federation and TPB Ensure functioning TLCC			<i>Minor</i>	
<i>Reputational risk</i>	Corruption and misuse of funds can jeopardize the Program's reputation	IPM	3 = <i>Possible</i>	4 = <i>Major</i>	7 - 12 = <i>Moderate</i>	Raise awareness/ training of all stakeholders Introduce systems Spot checking of grants/ infra Clear selection criteria Audits at comm. Level Strengthen PC and SAC Committees Intro cashless transfer Hire qualified and quality people	2 = <i>Unlikely</i>	3 = <i>Moderate</i>	1 - 6 = <i>Minor</i>	-6
<i>External</i>	Upcoming	IPM	4 =	3 =	7 - 12 =	Adjust work plans	2 =	1 =	1 - 6 =	-9

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
<i>risk</i>	National Elections, can lead to delays in implementation of Program activities		<i>Likely</i>	<i>Moderate</i>	<i>Moderate</i>	accordingly, lower profile where necessary  Stay informed of elections timing	<i>Unlikely</i>	<i>Insignificant</i>	<i>Minor</i>	
<i>Delivery risk</i>	If recruitment of CO and CF is late it can delay targets	UNDP Country Office	4 = <i>Likely</i>	4 = <i>Major</i>	13 - 16 = <i>Major</i>	NUPRP has recruited volunteers until CO/ CF onboarded  ToRs shared with cities  Recruitment Guidelines shared with Mayors  Formation and Orientation of selection Board  Briefing of Local Gov. officials involved in recruitment  Orientation of community	4 = <i>Likely</i>	3 = <i>Moderate</i>	7 - 12 = <i>Moderate</i>	-4
<i>Delivery risk</i>	If quality standards are	IPM	2 = <i>Unlikely</i>	2 = <i>Minor</i>	1 - 6 = <i>Minor</i>	Sample monitoring and verification processes	2 = <i>Unlikely</i>	1 = <i>Insignificant</i>	1 - 6 = <i>Minor</i>	-1

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
	not maintained SIF and SEF grant selection we can suffer from selection bias					Spot checking of identified projects and beneficiaries Ensuring community participation during CAPs Maintain documentation of processes		nt		
<i>Delivery risk</i>	If Assessments are not completed on time, and with quality, it can delay activities and achievement of targets	IPM	2 = <i>Unlikely</i>	2 = <i>Minor</i>	1 - 6 = <i>Minor</i>	Mobilize local participation through outreach strategy Tight management of deadlines Train facilitators to ensure quality Develop appropriate tools and methods Validate data used in assessments	1 = <i>Rare</i>	1 = <i>Insignificant</i>	1 - 6 = <i>Minor</i>	-2
<i>Delivery risk</i>	Conflict between the Town Federation/CH	TM	3 = <i>Possible</i>	4 = <i>Major</i>	7 - 12 = <i>Moderate</i>	Resolve conflicts by bringing parties together Provide clear ToRs and	2 = <i>Unlikely</i>	2 = <i>Minor</i>	1 - 6 = <i>Minor</i>	-8

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
	DF versus mayor/ruling/opposition parties can create delays and implementation issues					orientation for stakeholders Train stakeholders in conflict resolution techniques Orient Counselors about NUPRP process				
<i>Reputational risk</i>	Overlap of similar activities with other development organizations (e.g. World Bank, JICA, and BRAC) causes duplication, confusion and problems	IPM	3 = Possible	3 = Moderate	7 - 12 = Moderate	Push Mayors to lead coordination efforts Provide donor efforts analysis to Local Government Provide advisory role to Local Gov. Advocacy and coordination at Dhaka-level	1 = Rare	2 = Minor	1 - 6 = Minor	-7
<i>Operational risk</i>	The NPD does not play a supportive role to project	IPM	3 = Possible	3 = Moderate	7 - 12 = Moderate	The IPM will work hard to orient the NPD and to develop strong professional working	3 = Possible	2 = Minor	1 - 6 = Minor	-3



Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
	delivery					relationship.				
<i>Reputational risk</i>	Relationships with local government are negatively impacted because of implementation delays	IPM	2 = <i>Unlikely</i>	2 = <i>Minor</i>	1 - 6 = <i>Minor</i>	Town Managers are building close working relationships with town mayors and LG officials. Town Managers are keeping counterparts updated about the programme's status	2 = <i>Unlikely</i>	1 = <i>Insignificant</i>	1 - 6 = <i>Minor</i>	-2
<i>External context</i>	There is a deterioration in the security situation	UNDP Country Office	3 = <i>Possible</i>	4 = <i>Major</i>	7 - 12 = <i>Moderate</i>	The United Nations Department of Safety and Security carefully advises UNDP staff about security issues. UNDSS works closely with other development partners, embassies etc. to understand the security situation and threat levels.	3 = <i>Possible</i>	3 = <i>Moderate</i>	7 - 12 = <i>Moderate</i>	-3
<i>Delivery risk</i>	Resource allocation to climate change resilience funding	IPM	4 = <i>Likely</i>	4 = <i>Major</i>	13 - 16 = <i>Major</i>	The focus will be on strategic infrastructure within, or serving low-income communities and therefore are oriented away from	3 = <i>Possible</i>	3 = <i>Moderate</i>	7 - 12 = <i>Moderate</i>	-7

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
	interventions are insufficient against the needs and incremental costs of adaption					<p>major trunk infrastructure.</p> <p>Additional funds will be targeted from other DPs or through the Bangladesh Municipal Development Fund, when insufficient.</p> <p>Active engagement with local governments on the importance of climate resilience funding will be conducted.</p>				
<i>External Context</i>	Political interference around measures to secure tenure	National Project Director (NPD)	4 = <i>Likely</i>	3 = <i>Moderate</i>	7 - 12 = <i>Moderate</i>	<p>Verification of land records for settlements deemed eligible under the project will be conducted.</p> <p>Component 4 is well supported through TA at the PMU and Town.</p> <p>Frequent engagement and monitoring of communities securing land tenure will be</p>	3 = <i>Possible</i>	3 = <i>Moderate</i>	7 - 12 = <i>Moderate</i>	-3

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
						<p>conducted.</p> <p>Land Tenure Action Plans will provide detailed and pragmatic foundation to agree with viable options.</p>				
<i>Delivery risk</i>	Slow growth in LGI revenues and/or LGIs fail to allocate funds to pro-poor/poverty reduction activities	NPD	4 = <i>Likely</i>	4 = <i>Major</i>	13 - 16 = <i>Major</i>	<p>Best options for raising revenue will be identified at the LGI level with central government buy-in. National Board of Revenue (NBR) also will be consulted.</p> <p>Support will be provided for systems strengthening.</p> <p>Evidence from UGIIP-1 and 2 and from successive diagnostic and scoping studies clearly indicate there is considerable scope to enhance own-source revenue.</p> <p>A mechanism for sustaining the targeting of funds to</p>	3 = <i>Possible</i>	4 = <i>Major</i>	7 - 12 = <i>Moderate</i>	-4

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
						<p>the urban poor by LGI will be developed during implementation and will be based on matching funds from GoB through ADP allocations.</p> <p>Incentives to perform will inform continued inclusion in the programme. Access to SIF funding will be contingent on a contribution from LGI.</p>				
<i>Fiduciary and reputational risks</i>	Fraud, corruption and misuse/ misdirection of funds by community and/ or LGIs	IPM	4 = <i>Likely</i>	4 = <i>Major</i>	13 - 16 = <i>Major</i>	<p>Approaches tested during UPPR will be improved and used in the first instance.</p> <p>Lessons learned from UPPR will also inform strategies to mitigate financial risks.</p> <p>As with UPPR, a Mutual Accountability Unit (MAU) will provide an additional oversight mechanism. MAU will monitor the</p>	3 = <i>Possible</i>	3 = <i>Moderate</i>	7 - 12 = <i>Moderate</i>	-7

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
						<p>programme activities closely.</p> <p>Strong financial systems will be introduced through automated financial reporting.</p> <p>Project expenditure will be audited by FAPAD and OIA and Chartered Accountants firm periodically.</p> <p>Financial and anticorruption training will be conducted for NUPRP staff, LGI Representatives and officials.</p> <p><b>At community level:</b></p> <p>Purchase Committee and Social Audit Committee at the community level are established to ensure transparency and accountability.</p>				

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
						<p>Spot check by MAU and Town Team will occur.</p> <p>Regular monitoring by field staff (community organizer and technical expert) to verify appropriate beneficiaries are selected according to the guidelines.</p> <p>Grants distribution through electronic transfer (Mobile Banking) is introduced to ensure disbursement of grants to appropriate recipients. This can be distributed through opening bank accounts.</p> <p>Federation will oversee the activities of the CDC Cluster, while CDC Cluster will oversee the activities of CDC.</p>				

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
						<p><b>At LGI Level:</b></p> <p>Project expenditure is checked by UNDP appointed Finance Officer and Town Manager, is verified by Member Secretary and approved by the Mayor to ensure the proper use of funds.</p> <p>Bank transactions are authorized jointly by Member Secretary and the Mayor to ensure sound internal control system.</p> <p>MAU provides compliance monitoring through frequent field visits and periodic audit.</p> <p>Financial Reporting system / Town Project Board/Project Implementation Committee to review and approve periodically.</p>				

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
						<p><b>At NPD Office through NIM Modality:</b></p> <p>Project expenditure is certified/verified by UNDP appointed Operations Manager, Programme Manager, GoB- assigned Deputy Programme Director and finally approved by the National Programme Director to ensure proper use of funds.</p> <p>Bank transactions are authorized jointly by National Programme Director and Programme Manager to ensure sound internal control system.</p> <p>Spot check by UNDP Country Office Team (Cluster, Finance and Senior Management).</p> <p>Financial Reporting</p>				



Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
						system to Project Board/Project Steering Committee to review and approve periodically.				
<i>External Context</i>	LGIs are unable to adopt pro-poor policies because they are constrained by national policies, they refuse, or they lack the capacity to take forward initiatives	NPD	3 = Possible	3 = Moderate	7 - 12 = Moderate	<p>LPUPAP, UPPR and other DP urban sector interventions have demonstrated that progress is possible and desired.</p> <p>The Local Government Acts (2009) have paved the way for building the ability of city corporations/Pourashas to manage their affairs.</p> <p>The well-established community based procedures in partnerships with local government will mitigate the likelihood of the risk of non-participation.</p> <p>A community-to-community mentoring</p>	2 = Unlikely	3 = Moderate	1 - 6 = Minor	-3

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
						approach will ensure that know-how is readily available and will encourage momentum at city corporations/Pourashas.				
<i>External Context</i>	Lack of coordination, or important differences within/ between LGD, other Ministries and LGIs	NPD	4 = <i>Likely</i>	4 = <i>Major</i>	13 - 16 = <i>Major</i>	<p>As National Programme Steering Committee will bring together the main institutional stakeholders, it will maintain momentum and actively engage all stakeholders to ensure coordination and to solve any disputes.</p> <p>Programme will support leadership and coordination within Municipalities as a fundamental part of the approach.</p> <p>The principles of decentralization and ownership at the local level are embedded in the design of local</p>	3 = <i>Possible</i>	4 = <i>Major</i>	7 - 12 = <i>Moderate</i>	-4

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
						level implementation. The Bangladesh Urban Forum (BUF) Inter-Ministerial Committee will further support a collaborative approach to urban sector workings.				
<i>External Context</i>	Political instability and/ or a deterioration in the political environment constrains both the ability of NUPRP to influence national urban policy and operationally the implementation of the programme at city/town	NPD	4 = <i>Likely</i>	4 = <i>Major</i>	13 - 16 = <i>Major</i>	NUPRP will follow strategies deployed during UPPR that will retain satisfactory delivery during times of political unrest (Hartals).  The decentralized delivery at the city/town and community levels and supported at the divisional level will ensure continuity in implementation.	3 = <i>Possible</i>	4 = <i>Major</i>	7 - 12 = <i>Moderate</i>	-4

Risk category	Risk description	Risk owner	Initial Likelihood	Initial Impact	Gross risk rating	Mitigation	Residual Likelihood	Residual Impact	Residual risk rating	Change
	level									

Risk rating	Description
Minor	1 to 6 = Minor
Moderate	7 to 12 = Moderate
Major	13 to 16 = Major
Severe	17 + = Severe

## Annex 2: Value for Money Report (April – September 2018)

The below table offers examples of the ways in which NUPRP found ways to economise and promote efficiency.

<p><b>Economy:</b> <i>lowest price inputs of the required quality</i></p>	<p><b>Competitive tendering processes followed</b></p> <p>Prior to DPP approval, ADPC submitted a proposal to conduct CCVA. After the DPP had been signed NUPRP negotiated with the company and managed to reduce the original proposal cost by 16% (BDT 1.67 million). This cost saving was due to:</p> <ul style="list-style-type: none"> <li>• NUPRP negotiated hard</li> <li>• NUPRP conducted CCVAs in 2 cities with internal resources. This meant that ADPC was no longer required to conduct CCVAs in these cities.</li> <li>• One city was dropped (Sirajganj)</li> </ul> <p>Prior to DPP approval, DM Watch submitted a proposal to conduct Mahalla mapping. After the DPP had been signed NUPRP negotiated with the company and managed to reduce the original proposal cost by 10% (BDT 0.4 million). This cost saving was due to:</p> <ul style="list-style-type: none"> <li>• NUPRP negotiated hard</li> <li>• One city was dropped (Sirajganj)</li> </ul>
<p><b>Efficiency:</b> <i>inputs produce outputs of required quality for lowest cost</i></p>	<p><b>Digitization of data and use of ICT</b></p> <p>NUPRP has introduced ICT into a number of areas of our operations in order to increase efficient data analysis and use. This can provide benefits in quicker data access, higher capacity analysis, and more transparent and effective data collection. The digitization of the PG Member Registration data collection process is one example, together with monthly programme reporting, and Savings and Credit reporting.</p> <hr/> <p><b>Impact Evaluation Methodology</b></p> <p>In an attempt to avoid delays the RELU Team developed the methodology to initiate the Impact Assessment. It is intended that the consulting company will develop the methodology. It is hoped that the methodology developed by RELU will contribute to a faster process and a better quality final product.</p>

	<p><b>PG Member Registration</b></p> <p>Collecting information about beneficiary households NUPRP is able to evaluate and approve the qualification of beneficiaries for grants. The digital database of information from poor communities allows the programme to identify eligible beneficiaries quickly, transparently, systematically, and accurately.</p>
	<p><b>Training of Community Organizations</b></p> <p>Instead of contracting other organizations to conduct training the NUPRP team has developed training materials and given trainings using existing staff resources. This has helped to ensure better trainings (Community Organizations are already familiar with the trainers) and lower costs by not contracting this activity.</p>

### Annex 3: Financial Progress Report (April – September 2018)

NUPRP has spent \$ 3.8 M for the period of March 2016 –September 2018 against the budget/fund received of \$ 4 M which is 95% of total budget/fund received. The expenditure for April 2018-September 2018 is \$ 763 K and summary is given below:

Category	April - Sep 2018 Expenditure (\$)
Capacity building activities	12 K
Research, Evaluation & Learning	24 K
Personnel Cost	612 K
Equipment & Operations cost	59 K
General Management Service	57 K
Total	763 K

Annex 4: Status of recommendations made during NUPRP's 2017 Annual Review  
(16th October 2018)

	DFID's Annual Review Recommendations	Update
R1	<b>UNDP to develop costed quarterly workplans for different project approval timeframes (i.e. from best case scenario to worst case) (plans developed by 18 February 2018).</b>	<p>UNDP agreed to this recommendation.</p> <p>Two costed workplans were submitted to DFID on 15th March 2018. Each presented a different scenario: 1) May '18 - March '19 2) July '18 - March '19.</p>
R2	<b>UNDP to ensure a baseline collection strategy is in place prior to implementation (plans in place by 01 April 2018).</b>	<p>UNDP agreed to this recommendation.</p> <p>UNDP and DFID met on 7th March to discuss this issue. The agreements reached in that meeting are outlined in an email from Stuart Kenward (M&amp;E Specialist) to Toby Roycroft dated 11th March.</p> <p>In addition, on 15th May, UNDP informally met the preferred bidder (HDRC) for NUPRP's impact evaluation contract. The objective of the meeting was to update them on NUPRP's status and to share the draft impact evaluation methodology developed by NUPRP.</p> <p>The procurement process began soon after the DPP was approved. The contract is likely to be issued during the first half of October 2018.</p>
	<b>Output 1</b>	
R3	<b>UNDP to ensure that Municipalities and City Corporations have ready access to the data produced through the programme to help inform city-level investment decisions (plans in place by 01 April 2018).</b>	<p>UNDP agreed to this recommendation.</p> <p>John Taylor shared a concept note with DFID related to this recommendation on 29th March.</p>
R4	<b>UNDP to integrate the findings of the Climate Change Vulnerability Assessments into the City Poverty Indexes (plans in place by 01 April 2018).</b>	<p>UNDP agreed to this recommendation.</p> <p>John Taylor shared a concept note with DFID related to this recommendation on 29th March.</p>
	<b>Output 2</b>	



<b>R5</b>	<b>UNDP to develop time-bound plans for improving CDC capacity, prioritising the most underperforming in the areas of greatest poverty (plans in place by 01 April 2018).</b>	UNDP agreed to this recommendation.  John Taylor shared a concept with DFID note related to this recommendation on 29th March.
<b>Output 3</b>		
<b>R6</b>	<b>UNDP to agree the specific financial arrangements, roles and responsibilities of the nutrition partnership soon after project approval. UNDP to test the approach on a pilot basis (agreements in place by 01 May 2018).</b>	UNDP agreed to this recommendation.  An MOU has been agreed between UNDP and Alive & Thrive, and a plan of activities has been developed, including strategy development, conducting city assessments, and a ToT training plan. These services are free of cost.
<b>R7</b>	<b>UNDP to conduct the violence against women and girls (VAWG) and gender audit assessment soon after project approval. UNDP to integrate the findings into relevant SEF and SIF activities (plans in place by 01 May 2018).</b>	UNDP agreed to this recommendation.  The contract will be signed by 1 <sup>st</sup> November 2018 with an assessment to begin (by mid-November), and to be completed by January 2019. Findings will be integrated into SEF and SIF activities where appropriate.
<b>Output 4</b>		
<b>R8</b>	<b>DFID, UNDP and GoB to agree a mechanism for housing loans, which provide adequate safeguards of UK funds (details to be in a final DPP by 01 March 2018).</b>	UNDP agreed to this recommendation.  A Terms of Reference has been development and procurement is underway for a consultant to develop the CHDF strategy and implementation plan. This will detail a mechanism for housing loans which will provide adequate safeguards for UK funds. Expected completion of the draft strategy and plan by end of December 2018.
<b>R9</b>	<b>UNDP to develop time-bound plans for improving CHDF capacity, securing MFI registration and introducing a CHDF financial intermediary (plans in place by 01 April 2018).</b>	UNDP agreed to this recommendation.  It was agreed that plans would be in place within 1 month of the Coordinator starting their contract. The Coordinator has not yet joined NUPRP.
<b>Output 5</b>		
<b>R10</b>	<b>UNDP to ensure communities and municipalities have a clear understanding of and commitment to the operations and maintenance of SIF projects (plans in place by 01 May 2018).</b>	UNDP agreed to this recommendation.  John Taylor shared a concept with DFID note related to this recommendation on 29th March.
<b>R11</b>	<b>UNDP to ensure climate resilience and disabled</b>	UNDP agreed to this recommendation.

	<b>access is factored into the design and costing of SIF projects (plans in place by 01 May 2018).</b>	It was agreed that plans would be in place within 1 month of the Coordinator starting their contract. The Coordinator has not yet joined NUPRP.
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## Annex 5: NUPRP's Approach to Safeguarding Against the Risk of Sexual Exploitation And Abuse Of Authority

Relatively recent events highlight the problematic relationship that can exist between development agencies that distribute aid and assistance and beneficiary communities that receive them. Impoverished and needy communities are much more vulnerable to be exploited due to a power dynamic that can prey upon their very vulnerability, and this not only puts these individuals in harms way, but it also threatens the credibility and integrity of entire organizations and the enterprise of development aid. For that reason particular attention is given to establish safeguards that can reduce the risk, and ultimately prevent, sexual exploitation and abuse of authority in the implementation of NUPRP.

### **UNDP's mitigation measures:**

1. UNDP has a 'Harassment, Sexual Harassment, Discrimination, and Abuse of Authority' strategy that was recently updated (May 2018) and is being implemented across the entire organization. All staff are bound by the policy and regulations defined by the strategy.
2. Contractors are obliged to sign an agreement indicating they will adhere to relevant UNDP policies and procedures including the policy on Prevention of Sexual Exploitation & Abuse of the Local Population.
3. Any allegation of sexual exploitation and abuse reported to UNDP is assessed and may be investigated by the independent Office of Audit and Investigation. If allegations are substantiated, UNDP will rigorously pursue disciplinary or other action against the perpetrator.
4. Information on sexual exploitation and abuse is included in the UNDP Code of Ethics.
5. UNDP's recruitment policy states clearly that staff members who have been found to have violated human rights or sexual exploitation and abuse provisions shall not be employed by the organization.
6. Once implementation starts RELU will establish a beneficiary feedback and verification system. A sample of beneficiaries will be interviewed each month and questions related to abuse of authority, sexual exploitation and/ or corruption will be sensitively asked.
7. NUPRP will introduce a hotline for beneficiaries to use to anonymously report sexual exploitation, abuse of power and authority, and corruption.
8. All UNDP staff are obliged to undertake the following set of mandatory online courses:

#### ***Prevention of Sexual Exploitation & Abuse of the Local Population***

This course clarifies the UNDP's standards of conduct and expectations of accountability and individual responsibility with regards to sexual exploitation and abuse of the local population. It clarifies what qualifies as prohibited behavior, the consequences and impact of sexual misconduct, the obligation of UNDP and its personnel to prevent and respond to sexual exploitation and abuse of the local population.

#### ***Prevention of Harassment, Sexual Harassment and Abuse of Authority***

This course aims to ensure that all staff understands UNDP's policy on harassment, sexual harassment, and abuse of authority, and be able to create a working environment free from intimidation, hostility, offence and any form of harassment and retaliation. The modules focus on i) the problem of harassment and abuse of authority and their consequences in the workplace, ii) the Standards of Conduct, and iii) the procedures for responding to workplace harassment and abuse of authority.

#### ***The Gender Journey***

This course explains the meaning of gender equality to help people understand why gender equality is important and what staff can do to play an active role. It aims to translate UNDP's commitment to

gender equality into real change on the ground. The course will train staff to i) understand the concepts of gender, gender equality, and gender socialization, ii) understand the connections between gender equality and UNDP's goals, and iii) understand what we can do to help achieve gender equality in the workplace and in the world.

***UN Human Rights and Responsibilities***

This course indicates how staff can contribute to the United Nations' efforts to take early and effective action to prevent or respond to serious violations of human rights or international humanitarian law. It uses practical exercises and case studies to provide guidance on recognizing human rights violations as early warning signs of crises, and indicate on the options for action available to ensure the protection of people from violations.

***Ethics and Integrity at UNDP***

This course reinforces ethical principles and standards of behavior expected of all UNDP staff. It presents the obligations of the UN Charter, UN Staff Rules and Regulations, and other guidelines, and gives examples of how ethics impacts everyday workplace situations. The course also provides proactive guidance, outlines the internal resources available including hyperlinks to all applicable policies, and provides contact information for additional assistance.