

National Urban Poverty Reduction Programme (NUPRP)

Six-month Progress Report (April – September 2017)

November 2017

Acronyms

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

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1. Overview of the reporting period (April – September 2017)

This is NUPRP's second six-monthly report, it covers the period April – September 2017, and presents achievements, challenges, and progress towards logframe targets during this period, as well as planned activities for the following reporting period (October – March 2018). This six-month span was influenced in large part by the decision taken by the Executive Committee of the National Economic Council (ECNEC), on 25th April, to delay the signing of NUPRP's DPP, in order to integrate additional housing elements. While this has delayed progress towards the original set of plans and targets for 2017, and curtailed activities and budgetary resources, important foundations have been laid that establish a firm footing in the majority of NUPRP's first phase cities and towns. This report shares this progress, frames it within an understanding of the governance and urban poverty challenges encountered during the early stages of the programme's activities, and shares what achievements towards NUPRP goals have been made.

In response to the shifting circumstances governing the project's goals and expectations, NUPRP modified the work plan and targets that were approved in February 2017, to accommodate the delayed timeline and changing budgetary allocations. As a result, NUPRP has been working since August following a scenario that minimizes field-level activities, in order to economize on budget expenditure. This six-month report shares progress towards this new set of targets, and low-cost working modality.

For each of the five Output areas the six-month Narrative Progress Report describes a set of highlight achievements, framing them in terms of their contributions to the overall NUPRP strategy, as well as indicates progress towards log frame targets, a description of constraints, activities during October and November, and a project set of planned activities and targets for the next six-month period October to March.

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

The main challenges facing NUPRP in relation to Output 1 during this period concern the intersection of re-engaging city governments, which for the most part had not engaged urban poor communities since UPPR, and the legitimacy of a poverty reduction strategy that proposes allocating resources to poor settlements based upon need. Town and city governments have been very pleased with the informal announcement that NUPRP will be beginning and Mayors were eagerly anticipating starting activities. This has meant that the Town Managers who are in place were able to develop working relationships and help raise awareness of their intentions, even before official activities begin. During this period, a series of preparatory work was completed that helped to provide cities with in-depth contextual knowledge about urban poverty and its local context, and serve as a platform for participatory discussions about pro-poor interventions. These activities included participatory mapping, inclusive discussions about strategic poverty reduction approaches, consulting Mayors about a local definition of poverty, and facilitating the active engagement of social organizations representing the poor (the Town Federations) with local government.

Considerable resources went into completing participatory mapping, also known as Mahalla and urban poor settlement mapping, in seven Cities. These included Narayanganj, Chandpur, Mymensingh, Barisal,

Khulna, Chittagong and Sylhet. The objective is to provide local government (LG) and other stakeholders with objective information that can be used to strategically target poverty.

The Programme held five City Context workshops, one each in Chandpur, Mymensingh, Narayanganj, Barisal and Khulna. These workshops provide the opportunity to share and discuss the results from the participatory mapping exercises with city officials, representatives from the community and other stakeholders. Another objective of the workshop is to understand what the poverty-related priorities are for the town/ city i.e. what poverty indicators they want to focus on. This helps in prioritizing Wards and the development of a poverty reduction strategy.

1.1. Highlights for the period April – September 2017

Completion of participatory mapping of Mahallas and urban poor settlements in 6 cities

Between April and September NUPRP worked with Town Federations, Ward Counselors in each ward, CDC leaders, and hundreds of community residents to create a citywide set of maps and information about local neighborhoods, or *mahallas*, as well as urban poor communities throughout the city. This initiative successfully engaged citizens across the cities to gather information and collaborate to develop a full sets of maps, covering issues such as sanitation, water, livelihoods, physical access, and housing conditions. This was completed in seven towns and cities – Narayanganj, Chandpur, Mymensingh, Barisal, Khulna, Chittagong and Sylhet.

The process of undertaking the participatory mapping helped to activate a sense of awareness about local conditions, and importantly place the Ward Counselor at the center of actions to promote local development. It has also allowed NUPRP to create a citywide database and information repository of information about poverty, which can guide actions such as the investment in infrastructure and where to prioritize efforts aimed at poverty reduction. No such mapped resources existed in any of the cities before, certainly not at the city-scale, and so they are now invaluable tool for both community leaders, government officials, and NUPRP staff.

Creation of a set of guidelines to assist participatory mapping

To help guide local facilitators and community volunteers NUPRP developed a set of guidelines for ‘Mahalla and resource mapping’ and ‘urban poor settlement mapping’, and also created a poster to explain the key steps of each process. This allows a wide number of people to see how these activities were to take place, and did in fact happen, and offers a tool to assist in its replication in other communities and cities.

Engagement of urban stakeholders in 5 City Context Workshops

The City Context Workshop is a diverse gathering of urban stakeholders to discuss the results of the participatory mapping exercise and interpret what information can be learned about poverty and the city. The workshops are decidedly pedagogic and inclusive in nature, NUPRP facilitates them as if they were learning sessions, explaining the meaning of data points, distribution patterns, trends, as well as soliciting additional information from participants. Through such a workshop the participants learn more about their cities and can interact with each other and exchange views about poverty across social lines and economic levels. During the City Context Workshops participants were also asked to prioritize those indicators and issues that were most relevant to defining poverty in their cities.

Urban Poverty Analysis and Validation Workshops

NUPRP seeks to build capacity and understanding about urban poverty in each city, so that stakeholders can understand root causes and take appropriate action. As a preliminary step, an analysis was undertaken of three cities -- Chandpur, Mymensingh and Narayanganj – where findings were visualized and explained, and shared with government officials and stakeholders. The information was presented during three Urban Poverty Profile Validation Workshops to solicit feedback and confirm the analysis resonated with lived realities. This will lead to the completion of Urban Poverty Profiles for each city.

Co-creation of a Poverty Index and Prioritization of Wards

In order to ensure that local governments can offer objective, effective, and importantly apolitical, poverty reduction interventions a lot of attention was placed on the development of data-driven advice to guide pro-poor interventions. NUPRP used the citywide poverty data, together with the consultative results of the City Context Workshop that prioritized the city's set of poverty indicators (that was then validated by the Mayor) to create a Poverty Index. This Index helps to indicate concentrations of poverty and therefore guide an approach that seeks to invest resources in areas where they will make the most impact. The prioritization of wards, when explained through this data-driven and participatory methodology, has been decisive in reassuring suspicious citizens that each city's poverty reduction strategy is driven by need and not votes. This helped to assuage fears and some chaotic meetings, as well as ensure that programme resources go as far as possible.

The prioritization of wards helps indicate the distribution of the pro-poor budget. In each city the wards have been categorized into four different classes as 1st priority wards (critical development wards), 2nd priority wards (very low development wards), 3rd priority wards (low development wards), and 4th priority wards (relatively high development wards). Considering the level of priority of the wards, budget for this year will be distributed accordingly.

Completion of the Coordination Committees and Standing Committees Assessment

Coordination and Standing Committees are city-level multi-stakeholder platforms that can potentially bring together stakeholders to discuss and resolve poverty-related issues. They should be active and involve citizens together with government representatives, but little was understood before about whether they were active or functional. The Assessment looked at twelve different cities to evaluate their level of organization of the various committees, their strengths and weaknesses, and provides recommendations on how to support them. Of particular interest to NUPRP are the standing committees on Slum Development and Poverty Reduction, Disaster Management, and Women and Children.

An Output 1 Implementation Guideline has been drafted

The Output 1 Implementation Guideline is an internal resource that describes the different components of the Output 1 strategy, and helps orient Town Managers and field staff as to what the activities they have to undertake are for and how to conduct them.

1.2. Progress towards LF targets

The following table presents progress towards NUPRP's December 2017 milestones. All milestones are either on track or have been completed.

December 2017 LF milestone	Progress	Progress (On track, not on track)
Indicator 1.1: Number of Municipalities and City Corporations actively involving the poor in climate resilient and pro poor planning Milestone: 4	Based on a scorecard of 5 criteria this indicator has been achieved in 4 towns/ cities	Complete
Indicator 1.4: Number of cities/ towns in which urban poor settlement mapping completed Milestone: 7	Urban Poor Settlement Mapping has been completed in seven cities namely Narayanganj, Chandpur, Mymensingh, Barisal, Khulna, Chittagong and Sylhet.	Complete
Indicator 1.5: Number of city context workshops completed Milestone: 5	City Context Workshops have been completed in 5 cities namely Chandpur, Mymensingh, Narayanganj, Barisal and Khulna.	Complete
Indicator 1.6: Number of towns/ cities in which priority wards have been identified Milestone: 7	Priority wards have been identified for 7 cities namely Narayanganj, Chandpur, Mymensingh, Barisal, Khulna, Chittagong and Sylhet	Complete

1.2 Constraints during the period

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

Constraints	Impact on delivery (High, Medium, Low)	Actions taken
Not all town team members could be recruited	High	HQ staff made frequent field visits to support Output 1 related activities such as Mahalla and urban poor settlement mapping. In addition, local government staff were also motivated to engage with mapping processes.

1.3 Planned activities and key targets for the period October 2017 – March 2018

The following table presents the key activities for the next reporting period (October 2017 – March 2018):

Planned Activities for October 2017 – March 2018	Key target
Ward Poverty Atlases will be prepared in three cities. This is basically a visual tool printed on large sized paper (A1) with a view to helping stakeholders, including LG, to better understand the city-wide poverty situation so that resources can be better targeted.	3 Cities (Chandpur, Mymensingh, Khulna)
Urban Poverty Profiles will be prepared in three cities. It is a detailed report about the overall poverty situation of the city aided by text, maps, graphs, images etc. which will be a tool to use by LG and NUPRP town teams to inform rational decision making to reduce urban poverty.	3 Cities (Chandpur, Mymensingh, Khulna)
Mapping donor efforts will be completed in 6 cities with a view to promoting inter-project coordination and to reduce overlap in terms of support.	6 Cities (Barisal, Chandpur, Sirajganj, Mymensingh, Khulna, Narayanganj)
Participatory Mahalla and Resources Mapping	5 Cities (Dhaka North, Faridpur, Kushtia, Patuakhali, and Sirajganj)
Participatory Urban Poor Settlement Mapping	2 Cities (Sirajganj, Patuakhali)
City Contexts Workshop	3 Cities (Chittagong, Sylhet, Sirajganj)

1.4 Highlights for the period October – November 2017

Key activities during October and November 2017 included:

- Ward Poverty Atlases were completed in 3 Cities (Chandpur, Khulna, Mymensingh)

1.5 Risks and planned mitigation measures (next reporting period)

Risks	Impact on delivery (High, Medium, Low)	Mitigation measures
Delays in contracting Output 1 staff once the DPP is signed will impede progress	High	Town Managers and other city stakeholders will be motivated to continue Output 1 activities without the full town teams being in place.

2 Output 2: Enhanced Organization, Capability and Effective Voice of Poor Urban Communities

The main challenges in terms of community mobilization have been in the effective re-engagement, or re-activation, of existing (UPPR) community organizations so that they can return to being effective agents of change in local communities. This was by no means an easy task considering that many had had no guidance or support for close to two years, and morale was often low, and many lacked a vision for further development. These were often those CDCs and Federations that had become dependent on UPPR and support structures, such as the assistance of community facilitators, to push them forward. In other cases however CDCs, CDC Clusters, and Federations, had remained resilient and continued to display a remarkable sense of determination. Such organizations demonstrate that the existing model is indeed robust and sustainable, if adequate notice and preparation is undertaken to ensure that they can exist on their own. As a result, NUPRP is placing significant emphasis on assessing and building capacity (see below) as well as encouraging such organizations to develop their own sense of autonomy and independence, to help ensure they last beyond the project support cycle.

2.1 Highlights for the period April – September 2017

Household surveys completed in four towns/ cities

Since urban poverty, and the individual conditions of urban poor households, are so little understood, a comprehensive household survey was conducted to collect information from all households living in urban poor settlements through cities. The survey used a multi-dimensional poverty index and queried respondents with around sixty questions. The information generated was used to inform discussions at the ward-level about the allocation of resources to poor communities, and a set of ward-specific ‘Ward Poverty Atlases’ were developed to serve as an information tool to assist discussions between counselors and between poor communities. The methodology, concept note, and tools were developed, and piloted and the survey was completed in four cities -- Khulna, Chandpur, Mymensingh, Narayanganj – covering an estimated 225,000 households.

Completion of a Community Development Committee Assessment and Baseline Report

NUPRP will emphasize strengthening the capacity of CDCs to better serve poor communities. In order to get an understanding of the current strengths and weaknesses of CDCs across nine of the Phase 1 cities

(where UPPR was previously active) an extensive assessment survey was undertaken. In total 1,490 CDCs were assessed using a simple twenty-indicator scorecard drawn from seven domains that cover the range of functions that CDCs perform for their communities (organisation structure and function, democracy and governance, planning and implementation capacity, financial and resource management capacity, savings and credit management capacity, reporting and documentation capacity, partnerships and collaboration). The results show how in each city CDCs may vary in terms of their strengths and weaknesses, while also across different cities there is variance related to the different domains. This helps to create a baseline of understanding as to their current status, but also informs NUPRP as to how to strategically focus time and resources to build their capacity including which parts of cities to concentrate on, and what modules might be of most important in terms of where to begin.

Completion of the Town Federation Assessment and Baseline

Town Federations are perhaps one of the most interesting and potentially transformative change agents in cities because they cannot only effectively mobilize and advocate for pro-poor policies, they can also organize themselves to provide services and run social businesses. NUPRP believes that Federations are a very important component of the programme's sustainability vision, and so will place an emphasis on understanding their needs and helping to develop them as legitimate organizations that represent the poor at the city-level. As such an extensive assessment was carried out of Federations in nine first phase cities (where UPPR was active) to evaluate their current status. The nine Federations were assessed through interviews with a scorecard comprising fifteen indicators, concerning organizational structure and functions, democracy and governance, financial and resource management capacity, capacity building of sub-structures, partnerships and collaboration. The baseline and resulting assessment help to give insights on their current weaknesses and even point towards a strategic capacity building plan, prioritizing certain areas for improvement.

Re-activation and formation of Community Development Committees

CDCs serve as the basis for almost all NUPRP's activities, from offering training, to participatory planning, to encouraging community savings groups, and so it is essential that they are active, or where they are absent, to promote their formation. With a limited team on the ground NUPRP returned to seven of the UPPR towns to re-activate CDCs, while also starting new ones in a new town – Chandpur. In Chandpur 21 CDCs were formed, comprised of 309 primary groups (PGs). CDC re-activation consisted of developing a set of guidelines, tools, such as posters, and reporting formats, as well as undertaking a series of trainings for Town Managers and Federation leaders.

Completion of an Output 2 Implementation Guideline

To be able to best communicate methods and approaches an Implementation Guideline was completed in May, it describes the different components of the Output 2 strategy, and helps orient Town Managers and field staff as to what the activities they have to undertake are for and how to conduct them. It shares the process, procedures, and steps involved in social mobilization, savings and credit and capacity building of community organizations. NUPRP's Town Managers received a training using the Implementation Guideline during NUPRP's second retreat in July 2017.

2.2 Progress towards LF targets

The following table presents progress towards NUPRP's December 2017 milestones. All milestones are on track.

December 2017 LF milestone	Progress	Progress (On track, not on track)
Indicator 2.4: Number of Federation assessment/ baseline reports completed Milestone: 1	Data about 9 Federations has been collected and analysed. The report has been completed.	Complete
Indicator 2.5: Number of CDC assessment/ baseline reports completed Milestone: 10	Data has been collected about all CDCs from nine Phase 1 towns/ cities. Data analysis and the reports have been completed.	Complete

2.3 Constraints during the period

Constraints	Impact on delivery (High, Medium, Low)	Actions taken
Field staff (CF and CO) not recruited	High	Federation, clusters and community volunteers are engaged in community mobilisation, reactivation and formation of CDCs.
Limited new community mobilisation in cities due to shortage of resources	Medium	Reactivated old (UPPR) CDCs instead of developing new community organisations

2.4 Planned activities and key targets for the period October 2017 – March 2018

The following table presents the key activities for the next reporting period (October 2017 – March 2018):

Planned Activities for October 2017 – March 2018	Key target
CDC reactivation in 'old' (UPPR-supported) cities	855 CDCs in 9 towns/ cities
New CDCs formed	40 new CDCs formed in 3 towns/cities
Savings and credit group baseline established	S&C baseline established for groups in 8 towns/ cities
PG member registration	PG members registered in 8 towns/ cities
Savings & credit register books finalised for PGs & CDCs	Ten different registers related to S&C completed and distributed

2.5 Highlights for the period October – November 2017

Key activities during October and November 2017 included:

Reactivation of CDCs: During October and November 2017 225 CDCs in 7 towns/ cities will be reactivated and 15 new CDCs will be formed. This will bring the total number of CDCs reactivated and formed since the start of the programme to 770 and 20 respectively.

Completed of CDC and Federation baseline assessments/ reports: The CDC and Federation assessment/baseline reports will be completed by end November 2017.

2.6 Risks and planned mitigation measures (next reporting period)

Risks	Impact on delivery (High, Medium, Low)	Mitigation measures
Weak/ immature CDCs might be selected for SEF and SIF grants	Medium	Intensive care by Town managers and experts Municipality/City Corporation staffs engaged to support for CDC's activities

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

NUPRP understands that poverty reduction does not just imply improving infrastructure and extending basic services, it also relates to increasing access to livelihood opportunities, education, nutrition, and creating local businesses by poor entrepreneurs. The main challenges encountered during this stage of NUPRP have been in ensuring that the process of distributing small grants – to increase access to education for girls, provide job skills, and start-up capital for business grants – happens in a way that ensures that benefits go to those in the most need, that are eligible, and that target areas where poverty is concentrated. This concern is not only shared by NUPRP, in fact it was voiced by community leaders, Counselors, and others, and has been frequently brought up at meetings. This reminds all that an objective, transparent, and fair allocation process, and one that is based on need, is tantamount to gaining trust and acceptance. During this period, several workshops and beneficiary selection activities were conducted, and a number of tools were created.

3.1 Highlights for the period April – September 2017

Poverty reduction strategy workshops held in five cities

The Poverty Reduction Strategy Workshop engaged stakeholders to define poverty in terms that relate closely to each individual city, and therefore to choose and agree upon poverty indicators that were most relevant to them. This helped NUPRP to create a Poverty Index that identifies the hotspots or areas that concentrate poverty within the city. The Workshops were sometimes held separately, and sometimes concurrently with the City Context Workshop, bringing together Counselors, the Mayor, and community representatives such as Federation representatives and CDC Cluster leaders. The result of these workshops – a priority list of indicators – were integrated into the Poverty Indexes of each of the five cities: Chandpur, Mymensingh, Narayanganj, Khulna and Barisal. Consulting stakeholders and demonstrating the process of calculating the Poverty Index, and therefore the ward prioritization lists, helped ensure that resource allocation was done in a transparent way that was accepted by all.

Identification of beneficiaries for SEF grants

SEF grants will be distributed to eligible beneficiaries from Primary Groups in prioritized wards. NUPRP has been working in five cities targeting priority wards and communities where poverty is concentrated, and allowing PGs and CDCs to play a significant role in deciding who are the most needy. The transparent consensus-driven process helped ensure satisfaction of beneficiaries, and the lists were presented to Ward Counselors, thereby also including them in the validation and approval stage of the process. This has proven to be an effective means of ensuring that the grants go to those with the greatest need, and avoids the politicization of awarding grants.

Design of NUPRP nutrition strategy completed

Following considerable stakeholder consultation, NUPRP submitted the nutrition strategy in September 2017. The strategy's development included valuable inputs from DFID as well as UNDP's Country Office. Inputs and lessons were also sought from organisations with experience of implementing nutrition projects such as UNICEF, Concern Worldwide, Alive and Thrive (A&T) and BRAC. Some of these organisations have urban experience and with nutrition cash transfers. A partnership was also established with A&T during the reporting period. A&T funding from Bill and Melinda Gates Foundation and have agreed to provide NUPRP with technical support free of cost.

Market assessment tool developed and piloted

In order 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 market assessment is useful. During this period one Market Assessment Tool was developed and tested in Mymensingh.

SEF Training Manual created and disseminated

The SEF Training Manual was designed to support the training of CDCs to understand how SEF grants should be awarded, how the process runs, and to give facilitators a guideline to follow during training workshops. It contains a set of posters, presentations, template applications, and diagrams, so that people can understand clearly what is necessary to apply for, receive, and manage, the SEF grants. The SEF Training Manual was explained and shared with Town Managers in September and has helped in trainings of community organizations in a number of cities.

SEF implementation Guideline completed

This guideline was completed during May 2017 and explains how the SEF will be implemented e.g. how the fund will be disbursed, beneficiary selection etc. It is aimed at NUPRP staff, primarily those at the field level. Town Managers were oriented on the guideline during NUPRP's second 2017 retreat (July 2017).

3.2 Progress towards LF targets

The following table presents progress towards NUPRP's December 2017 milestones. All milestones are either on track or have been completed.

December 2017 LF milestone	Progress	Progress (On track, not on track)
Indicator 3.6: Number of towns/ cities in which SEF priority beneficiaries identified Milestone: 5	At the time of preparing this report, lists of priority beneficiaries for SEF grants are underway in 5 towns (Mymensingh, Narayanganj, Khulna, Barisal, Chittagong)	On track
Indicator 3.7: Nutrition strategies developed Milestone: 1	NUPRP's nutrition strategy was completed and submitted to DFID in September 2017.	Complete
Indicator 3.8: Training manuals for CDCs on 'SEF proposal development and contract preparation' developed Milestone: 1	The CDC training manual was completed in October 2017.	Complete

3.3 Constraints during the period

Key constraints related to Output 2 during the reporting period are presented in the following table:

Constraints	Impact on delivery (High, Medium, Low)	Actions taken
Field staff (CF and CO) not recruited	High	Using leadership from CO's e.g. to select beneficiaries for SEF grants
UPPR-formed CDCs not all functional. NUPRP cannot therefore work with non functional CDCs	Medium	Just work with functional CDCs for this year In time, NUPRP will reactivate non-functional CDCs

3.4 Planned activities and key targets for the period October 2017 – March 2018

The following table presents the key activities for the next reporting period (October 2017 – March 2018):

Planned Activities for October 2017 – March 2018	Key target
CDC training on SEF proposal development and contract preparation	8 towns/ cities
Market assessment	8 towns/ cities
Identify grantees 2017	8 towns/ cities
Disburse education grants in 8 towns/ cities	25,575 education grants in 8 towns/ cities
Disburse business grants in 8 towns/ cities	4,800 business grants in 8 towns/ cities
Disburse apprenticeship grants in 8 towns/ cities	6,300 apprenticeship grants in 8 towns/ cities

3.5 Highlights for the period October – November 2017

Key activities during October and November 2017 included:

Community organisation leadership training: This will be implemented by Town Managers and the Socio-economic and Nutrition Experts and will be for the community organization leadership (CDCs, Clusters and Federations) in the five priority cities. At the end of the training CO leadership will understand how to develop their proposals for SEF grants. The aim is to train approximately 300 CO leaders, in ten batches, across the five cities by the end of November.

Completing beneficiary lists: By the end of November 2017, the objective is to have agreed lists of beneficiaries for the three SEF grants (education, business and apprenticeship) from the five priority cities.

SEF proposal development: Proposals for SEF grants will be developed by CDC Clusters with support from NUPRP’s town teams. These proposals indicate who should receive the grants. By the end of November 2017 proposals will have been developed for all five priority towns.

3.6 Risks and planned mitigation measures (next reporting period)

Risks	Impact on delivery (High, Medium, Low)	Mitigation measures
Inclusion error i.e. people not meeting selection criteria receive grants	High	Close support from town teams Beneficiary selection based on clear selection criteria Beneficiary final selection in an open forum/ discussion Sample-based verification
Risk of fraud/ corruption in the distribution of grants.	Medium	Close support from town teams (including community organisers) Beneficiary selection based on clear selection criteria Beneficiary final selection in an open forum/ discussion Sample-based verification Transfer of grants through mobile banking

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

Housing is perhaps the foremost concern of the urban poor and securing adequate and safe housing is a priority issue for any poor community. One of the most interesting and potentially transformative social innovations introduced during UPPR was the Community Housing Development Fund (CHDF). This was developed in a number of cities but only for around one year before the closure of the project. Five of those cities also overlap with NUPRP's first phase cities and their story provides some useful clues as to how the CHDF model can be revived, and in cities where they hadn't been introduced, offer lessons on how they can be initiated. Another important concern for the poor is adequate housing with secure land tenure, meaning housing that is not vulnerable and whose tenure status is stable. This is particularly problematic because in most cities information about the ownership status of land is not available, and so city governments don't have much control or knowledge about available land that could potentially be used for housing the urban poor, or other groups. For this reason another activity that took place was the Vacant Land Mapping initiative, described below.

4.1 Highlights for the period April – September 2017

Completion of Community Housing Development Fund (CHDF) Assessment and Baseline

The CHDF Assessment helps to provide a status update on CHDFs that have not had any technical support for the past two years, and allow NUPRP to take stock of their existing capacity and condition. Through conducting interviews with the boards the assessment looked at nineteen indicators from five domains (organization structure and functions, fund management capacity, governance and accountability, reporting and documentation, partnerships and collaboration, and loan management capacity) to rate their performance and identify their weaknesses. The Assessment helps to indicate how NUPRP can strengthen existing CHDFs and how a capacity building program can be developed individually for each.

Vacant Land Mapping (VLM) methodology developed and tested

Vacant Land Mapping is a relatively new activity in Bangladesh and so NUPRP had to design and test a methodology from scratch. Starting with a pilot process in one ward in Narayanganj the information was collected together with the Ward Counselor and local volunteer enumerators, and the information was documented using Geographic Information System (GIS). There are fourteen steps to the process, nine of which can be done without further Government approval (requiring the official signing of the DPP). Once proven that the information was indeed available and could be collected by local residents with orientation from the authorities in one ward, NUPRP then progressively scaled-up the activity through trainings and meetings at the city-level. The results were collected ward-by-ward but are displayed at the city-level and catalogue all vacant plots and information about them, indicating where potential housing developments can be located, and the tenure status of the land available.

Vacant Land Mapping conducted in Two Cities

Once NUPRP could demonstrate that the methodology was workable it was scaled-up across the cities of Narayanganj and Chandpur. This activity involved Ward Counselors, Town Planners, and other city officials, as well as community volunteers, across both cities.

* The Housing and Land Tenure Coordinator, Taufique Mohiuddin, left at the end of September '17.

4.2 Progress towards LF targets

The following table presents progress towards NUPRP's December 2017 milestones. All milestones are either on track or have been completed.

December 2017 LF milestone	Progress	Progress (On track, not on track)
Indicator 4.5: VLM (Vacant Land Mapping) implementation guidelines developed Milestone: 1	The Vacant Land Mapping Implementation Guideline will be completed by December 2017	On track
Indicator 4.6: Number of cities/ towns in which VLM field survey completed (Narayanganj, Chandpur) Milestone: 2	<p>The VLM methodology was piloted during June 2017 in two cities (Narayanganj and Chandpur).</p> <p>Nine out of the 14 key steps outlined in the methodology were field tested. The remaining 5 steps are reliant upon a signed DPP.</p> <p>Maps and reports were prepared and are available.</p>	On track
Indicator 4.7: Number of CHDF assessment/ baseline reports completed Milestone: 1	The CHDF assessment/ baseline report has been completed .	Completed

4.3 Constraints during the period

Key constraints related to Output 2 during the reporting period are presented in the following table:

Constraints	Impact on delivery (High, Medium, Low)	Actions taken
Inability to pilot/ complete last 5 steps of VLM methodology in	High	No action possible

absence of signed DPP		
The DPP approval process has centered largely around the issue of housing. In the absence of an agreed DPP, NUPRP has not been able to clarify an approach/ develop a strategy for this aspect of Output 4.	High	No action possible

4.4 Planned activities and key targets for the period October 2017 – March 2018

The following table presents the key activities for the next reporting period (October 2017 – March 2018):

Planned Activities for October 2017 – March 2018	Key target
Recruitment of Output 4 Coordinator replacement	By end of February 2018
Develop the housing construction strategy for the output based on DPP agreement	By end of March 2018

4.5 Highlights for the period October – November 2017

There were no key activities during October and November 2017.

4.6 Risks and planned mitigation measures (next reporting period)

Risks	Impact on delivery (High, Medium, Low)	Mitigation measures
NUPRP/ UNDP is unable to find a suitable replacement in a timely fashion.	High	NUPRP/ UNDP will put significant resources into selecting and vetting the individual for the post of Housing and Land Tenure Coordinator

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

Many urban poor communities lack basic services and infrastructure, making life particularly difficult for women and children, who often spend their days confined to settlements and struggle to access water, sanitation, and safe access. To help address infrastructure needs the Settlement Infrastructure Fund (SIF) is designed to support local communities engage in inclusive planning processes to identify their needs and submit proposals for approval. But the process is 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. NUPRP seeks to respond to these challenges by deploying community facilitators to poor communities to better train and facilitate Community Action Planning processes, and to provide more information to guide the development of proposals.

5.1 Highlights for the period April – September 2017

Completion of SIF Training Manual

In order to ensure that local communities successfully identify local infrastructure meets their needs they are required to undertake a Community Action Planning process, in which community consultation identifies problems, proposes infrastructure solutions, and prioritizes them according to community demand. After that they will undertake a lengthy process of designing and costing projects, to come up with proposals that will be submitted to the Settlement Infrastructure Fund. This process is lengthy and complex, and thus requires guidance from NUPRP staff to ensure that community leaders can understand and follow it. To support this a SIF Training Manual was designed, complete with posters, training materials, and examples and instructions for all the forms that need to be filled out. The Training Manual is designed for facilitators to coach local communities (CDCs).

Identification of small-scale priority community projects

NUPRP has worked in three cities – Khulna, Mymensingh, and Chandpur – to identify small-scale community infrastructure projects that can be funded through the Settlement Improvement Fund. In each city community groups in highly vulnerable settlements have undertaken Community Action (CAP) planning processes to identify sites and projects, and have developed proposals for these projects that include design drawings and budgets. The know-how gained during this process will help to launch similar CAP processes in the other cities once Community Facilitators and Organizers are on board.

CRMIF short-term consultancy completed

NUPRP hired a local consultant (MD Nurullah) to develop the Climate Resilient Municipal Infrastructure Fund (CRMIF) approach. He was tasked with developing a report which offered a review of relevant policies, laws, and regulations, and that presented a strategy for the CRMIF's implementation and management. He complete his assignment in April 2017.

* The Infrastructure and Urban Services Coordinator, Sharif Mos Ferdousy, left at the end of September '17. UNDP is looking to identify an individual contractor with urgency.

5.2 Progress towards LF targets

The following table presents progress towards NUPRP's December 2017 milestones. All milestones are either on track or have been completed.

December 2017 LF milestone	Progress	Progress (On track, not on track)
Indicator 5.4: Number of towns/ cities in which priority list of SIF infrastructure projects identified Milestone: 3	Three cities are currently developing priority lists of SIF projects – Chandpur, Mymensingh, and Khulna, they are on track to be completed by December 2017	On track
Indicator 5.5: SIF implementation guidelines developed Milestone: 1	The SIF Implementation Guidelines are being developed and will be completed by December 2017	On track
Indicator 5.6: Number of training manuals for CDCs on SIF proposal development and contract preparation developed Milestone: 1	The SIF Training Manual (on proposal development and contract preparation) has been completed	Complete

5.3 Constraints during the period

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

Constraints	Impact on delivery (High, Medium, Low)	Actions taken
The time required to identify and select SIF projects is time consuming, and requires multiple site visits and stakeholder consultation. The absence of NUPRP technical staff proved challenging and has resulted in slower than desired progress.	High	No action possible

5.4 Planned activities and key targets for the period October 2017 – March 2018

The following table presents the key activities for the next reporting period (October 2017 – March 2018):

Planned Activities for October 2017 – March 2018	Key target
Individual consultant recruited for Infrastructure and Urban Services Coordinator	November 2017
Infrastructure and Urban Services Coordinator service contract position filled	January 2018
Selection of SIF projects in Chandpur, Mymensingh, an Khulna	March 2018

5.5 Highlights for the period October – November 2017

Key activities during October and November 2017 included:

Individual consultant recruited for Infrastructure and Urban Services Coordinator: UNDP aims to recruit an individual consultant (IC) up to December 2017 to fill the vacant post of Infrastructure and Urban Services Coordinator. The IC is expected to join NUPRP during November 2017. The IC may be moved onto a longer-term service contract (SC) from January 2018 if they perform well and if they wish to remain with NUPRP/ UNDP.

Selection of SIF projects – By the end of November 2017, NUPRP will have a list of SIF projects for funding in 3 towns/ cities. These will be funded during the first cohort of projects.

Guideline for SIF implementation: This guideline has been drafted and is expected to be complete during November 2017. It explains how the SIF will be implemented e.g. how the fund will be disbursed, project selection etc. It is aimed at NUPRP staff, primarily those at the field level. Town Managers were oriented on the guideline during NUPRP’s second 2017 retreat (July 2017).

5.6 Risks and planned mitigation measures (next reporting period)

Risks	Impact on delivery (High, Medium, Low)	Mitigation measures
The Individual Contractor is not suitable for a longer-term service contract	High	NUPRP/ UNDP will put significant resources into selecting and vetting the IC position. The IC’s approach and performance will be carefully monitored as soon as they join the programme. If they are not suitable for a SC position or do not wish to
The Individual Contractor does not wish to move to a longer-term service contract after December 2017	High	

		move to a SC position NUPRP/ UNDP will look to recruit a short-listed candidate.
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6 Research, Evaluation and Learning Unit (RELU)

6.1 Highlights for the period April – September 2017

Staffing

RELU's M&E Officer, Abdul Awal Sarker, left the programme in June 2017 for personal reasons. The Unit welcomed Md. Maskudul Hannan as M&E Coordinator during May 2017. Interviews were held, and candidates selected, for MIS Officer and the four Regional M&E Officer positions. These candidates will join NUPRP once the DPP has been signed.

Impact assessment

As reported in the last six-monthly progress report, a consortium comprising HDRC and the University of Rotterdam was selected for the independent impact assessment of NUPRP. As agreed with DFID during the review period, UNDP will not enter into a contract with the consortium until the DPP has been signed.

Once contracted, one of the first tasks of the consortium will be to develop the overall methodology design, including data collection tools. In an effort to fast-track this process the RELU team has been proactive in beginning to develop a methodology for consideration by the independent impact assessment team.

Online database

NUPRP's online database will provide the platform (web-based) through which achievements can be seen in real time e.g. number of community groups formed, number of grants (by type) disbursed, number of loans distributed etc. Information from most assessments, surveys, town-level monthly reports etc. will be accessible from the system.

The first phase of the system was awarded to a local company, Field Information Systems Limited (also known as Field Buzz). This included establishing the overall 'platform,' developing a mobile app for the household survey (module 1) and providing technical support. This support came to an end in October 2017.

During the reporting period NUPRP conducted a tender process for the second phase of the online database. This includes digitizing the remaining reporting formats e.g. related to SEF, SIF, savings and credit, primary group member registration etc. and providing technical support for seven months. Field Information Systems Limited was selected to conduct the second phase and will be contracted once the DPP has been signed.

Assessments/ baselines

Nine of NUPRP's Phase 1 towns/ cities were supported during UPPR. Some, though not all, have

community development committees, federations, community housing development funds and various standing committees.

Assessments were therefore required for these different community and local government structures which could provide baseline information and inform programming.

RELU and relevant members of the programme team jointly developed the assessment methodologies, conducted the assessments and drafted the assessment reports. The assessments included:

- **Federation Assessment:** Nine of the Phase 1 towns have federations that were formed during UPPR. The performance of each Federation was assessed using a scorecard comprising 15 indicators drawn from five domains (organisational structure and functions, democracy and governance, financial and resource management capacity, capacity building of sub-structures, partnerships and collaboration). Each Federation can be categorized as fully effective, moderately effective or weak, based on their score. Federations will be monitored against the baseline on an annual basis. The baseline report is expected to be finalized by the Output 2 Coordinator during October 2017.
- **CDC Assessment:** Nine of the Phase 1 towns have CDCs that were formed during UPPR. The performance of each CDC (total +/-1,500) was assessed using a scorecard comprising 20 indicators drawn from seven domains (organisation structure and function, democracy and governance, planning and implementation capacity, financial and resource management capacity, savings and credit management capacity, reporting and documentation capacity, partnerships and collaboration). Each CDC has been categorized as fully effective, moderately effective or weak, based on their score. CDCs will be monitored against the baseline on an annual basis. The baseline report was finalized by the Output 2 Coordinator, with support from RELU, during the reporting period.
- **Community Housing Development Fund Assessment:** Five of the Phase 1 towns have CHDFs that were formed during UPPR. The performance of each CHDF was assessed using a scorecard comprising 19 indicators drawn from five domains (organization structure and functions, fund management capacity, governance and accountability, reporting and documentation, partnerships and collaboration, and loan management capacity). Each CHDF can be categorized as fully effective, moderately effective or weak, based on their score. CHDFs will be monitored against the baseline on an annual basis. The baseline report is expected to be finalized by December 2017.
- **Local Government Coordination and Standing Committee Assessment:** This has been conducted in all Phase 1 towns/ cities. The Coordination and Standing Committees that were assessed include Town and Ward level committees, as well as the Standing Committees on Slum Development and Poverty Reduction, Disaster Management, and Women and Children. They are potentially key platforms through which NUPRP can bring people together. The assessment/ baseline will help NUPRP understand which committees require activating or reactivating.

Logical framework

There have been several meetings between DFID and NUPRP related to NUPRP's logical framework. Discussions have centered around indicators and milestones. During a meeting in October it was agreed that NUPRP should: 1) include additional process indicators related to each of the five outputs, and 2) that all indicators should have targets for December '17 (rather than September '17). The 2017 annual review will assess performance against these December milestones.

Progress monitoring

RELU, with support from the City Liaison team, introduced systems to assess progress against NUPRP's core planning documents (the annual workplan and the more detailed SIF/ SEF plan). Town teams are responsible for developing monthly progress reports (both qualitative and quantitative). The information is then synthesized into a 'town-by-town' dashboard and discussed during monthly progress review meetings which include NUPRP's management team. Challenges, risks and progress against targets are discussed and where necessary follow-up actions are initiated and documented.

Support to the Programme Team

In addition to the above, the RELU team has provided significant support to the programme team in terms of strategic planning and the household survey:

- **Household survey:** The household survey was completed in 4 towns/ cities during the reporting period (Khulna, Chandpur, Mymensingh, Narayanganj). The survey aims to collect information about all households living in all urban poor settlements within the town/ city and will be used to inform the allocation of resources within the town/ city. RELU provided significant support to the Output 2 Coordinator to train enumerators and manage the survey.
- **Strategic planning:** It became clear during the reporting period that there would be greater emphasis on SIF and SEF during the calendar year. RELU provided support to the Programme team to strategically plan the implementation of these programme components.

6.2 Constraints during the period

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

Constraints	Impact on delivery (High, Medium, Low)	Actions taken
M&E staff identified but not recruited due to the DPP not being signed. More staffing could have resulted in more progress e.g. with PG member registration	Medium	No action possible
In the absence of a DPP, Field Information Systems was not contracted for the second phase of the online database.	Medium	RELU still managed to work with Field Information Systems to digitize three priority reporting formats (SEF, PG registration and savings and credit). These can however only go 'live' once the DPP has been signed.
The impact evaluation consortium has not been contracted meaning baselines are at risk of not being in place for the first grantee cohort	High	RELU has developed a draft methodology for consideration by the impact assessment team

6.3 Planned activities and key targets for the period October 2017 – March 2018

The following table presents the key activities for the next reporting period (October 2017 – March 2018):

Planned Activities for October 2017 – March 2018	Key target
Contract Field Information Solutions (Field Buzz) for online database	Contract in place asap after DPP signed
Contract impact assessment team (HDRC + University of Rotterdam)	Contract in place asap after DPP signed
Primary group member registration	PG member registration will be completed in 5 priority cities and will be started in 3 cities (second priority cities).
Support output 2 Coordinator to introduce savings and credit reporting format and establish baseline	The savings and credit group reporting format will be fully digitized and functional immediately after signing the contract with Field Buzz. The Regional M&E Officers and town level Experts will then train enumerators and complete the baseline in 5 cities and initiate in 3 cities.
Introduce relevant reporting formats (SEF, SIF, PG member registration, savings and credit) as part of the online database and train staff	Immediate after sign the contract with Field Buzz, all these reporting formats will be fully digitized and functional. Training will be provided to all RELU staff and Town Managers. Coordinators and Town level output experts will receive training only on those which they are responsible for reporting against.
Induct Regional M&E Officer 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 sign 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
Introduce beneficiary feedback mechanism	By March 2018

6.4 Highlights for the period October – November 2017

Key activities during October and November 2017 included:

- **Agreed process indicators with DFID:** During October, DFID and UNDP agreed to update the logframe by including process indicators and modifying the first set of milestones to December 2017. These were agreed during October.

- **Verification/ spot checking:** RELU, with support from the Mutual Accountability Unit, developed two components to the overall NUPRP verification/ spot checking system. These included CDC reactivation and beneficiary selection spot checking. The beneficiary selection verification process will take place once beneficiary lists have been developed.
- **Impact assessment methodology:** The RELU team finalized a draft version of the impact assessment methodology, for consideration by the impact assessment consortium.
- **Worked with Field Information Solutions:** Despite not having a contract Field Information Solutions agreed to work with th RELU team to digitize three modules of the online database, namely PG member registration, savings and credit reporting and SEF reporting.

6.5 Risks and planned mitigation measures (next reporting period)

Risks	Impact on delivery (High, Medium, Low)	Mitigation measures
A lengthy contracting and mobilization process related to impact evaluation may delay methodology design and baselines being in place for the first cohort of grantees.	High	RELU has developed a draft methodology for consideration by the impact assessment team
RELU staff that have been selected no longer wish to join e.g. because they have found alternative posts	Medium	NUPRP is updating selected candidates so they understand the timelines.
A lengthy contracting process related to Field Information Solutions may impact PG member registration. The contractor will not allow the system to go 'live' without a contract.	Medium	RELU has worked with the contractor, despite them not having a contract, to digitize the registration format.

7 Operations

7.1 Highlights for the period April – September 2017

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

- The recruitment and deployment of eight Town Managers and one Information Communication Technology Expert
- 48 people selected for 9 different types of position

- Procurement process completed for Impact Study, Climate Change and Vulnerability Assessment, and online database development.
- Compliance checklist developed (SIF, SEF Fund Management in the field)
- Draft anti-fraud training manual developed

Human Resources: During the reporting period a number of individuals left the programme. These include: Administrative Assistant, M&E Officer, Infrastructure & Urban Services Coordinator, Land Tenure & Housing Coordinator. NUPRP began the process of finding replacements.

The following table shows the number of positions for which individuals were identified but not contracted. It also shows those positions for which people were identified and contracted.

Position	Selected but not contracted	Selected and contracted
Administrative Assistant	1	
Driver	2	
Finance and Admin Expert	6	
Governance & Mobilization Expert	12	
ICT Expert		1
Infrastructure & Housing Expert	4	
MIS Officer	1	
Regional M&E Officer	4	
Socio Economic & Nutrition Expert	12	
Town Manager	4	8

Procurement: As shown in the following table, NUPRP contracted a number of firms, national and international consultants between April and September 2017. Some were however identified but not contracted (due to the absence of a signed DPP.)

Individual Contractor/Firm	Selected but not contracted	Selected and contracted	Remarks
Mahalla and Resource Mapping and Urban Profiling and Poverty Assessments in 05 Cities	1		Firm
Development of NUPRP's Online Database (Phase II)	1		Firm
International Consultant-Piloting Household Survey Using Mobile Devices		1	International Consultant
National Consultant Conducting Gender Based Violence Assessment for Urban Informal Poor Communities in 05 NUPRP cities	1		National Consultant
National Consultant for Infrastructure and Housing	2		National Consultant
National Consultant for Infrastructure & Urban Services Coordinator			Hiring procedure is under process for 1 position
National Consultant		1	National

Technical Support on NUPRP's Land Tenure and Housing Improvement Interventions and Development of Guidelines and Designs for Climate Resilient Low-Income Housing for Urban Poor Communities of Bangladesh			Consultant
Socio Economic & Nutrition Expert		6	National Consultant
National Consultant Strategic Steps for Development of the Climate Resilient Municipal Infrastructure Fund (CRMIF)		1	National Consultant
Methodology Design and Implementation of Baseline, and Impact Evaluation of the National Urban Poverty Reduction	1		Firm
Climate Change Vulnerability Assessments (Physical Vulnerability and Social-Economic Vulnerability) of 12 NUPRP Cities	1		Firm
Conducting Institutional and Financial Capacity Assessment	1		Firm

7.2 Constraints during the period

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

Constraints	Impact on delivery (High, Medium, Low)	Actions taken
Couldn't issue offer letters and contracts to the selected candidates due to unapproved DPP	High	UNDP and project management along with GoB and donor are working on DPP approval process.
Couldn't issue contracts to the selected consultants/firms due to unapproved DPP	Medium	UNDP and project management along with GoB and donor are working on DPP approval process.
Due to the delay of program implementation compliance check/routine audit couldn't be done	Medium	Staff awareness regarding Fraud and corruption issues.

7.3 Planned activities and key targets for the period October 2017 – March 2018

Key activities for the next reporting period (October 2017 – March 2018) include:

Human Resources: Planning to issue offer letters and contracts to 42 selected candidates against 9 positions (Governance & Mobilization Expert, Socio-Economic & Nutrition Expert, Infrastructure and

Housing Expert, Finance and Admin Expert, Town Manager, Admin Assistant, Regional M&E Officer, Driver and MIS Officer).

Procurement: Planning to issue consultancy contracts for CCVA, impact study, online database, recruiting a National Consultant for Conducting Gender Based Violence Assessment for Urban Informal Poor Communities in 05 NUPRP cities and also hire a National Consultant as an interim measure for the post of Infrastructure and Urban Services Coordinator (Output 5)

Mutual Accountability: Finalizing anti-fraud training manual and conducting the training to Community leaders, NUPRP field staff and Govt. counterparts, conducting spot checks; developing compliance guidelines on developed checklists.

7.4 Highlights for the period October – November 2017

Key activities during October and November 2017 include:

Human Resources:

- Completing the second-round interview for 6 Administration and Finance Experts and for 8 Infrastructure and Housing Experts (based in the field offices)
- Recruiting eight individual consultants for SEF & SIF (based in the field offices)

Procurement:

- Completing hiring process of National Consultant for Infrastructure and Urban Services Coordinator
- Completing hiring process of firm for Mahalla and Resource Mapping (II phase)

Mutual Accountability:

- Finalizing the anti-fraud training manual
- Developing guidance note on fraud and corruption issues

7.5 Risks and planned mitigation measures (next reporting period)

Risks	Impact on delivery (High, Medium, Low)	Mitigation measures
Human Resources/ Procurement		
Candidates that have been selected, but not contracted, may no longer be interested or available to join.	Medium	Regularly updating the candidates about the status of the programme so they have full information.
The time taken between consultant/ firm selection has been long. Once the DPP has been signed some may no longer wish to join NUPRP or work with NUPRP.	High	Consulting with the selected consultants/firms regarding the DPP approval process and NUPRP's limitations in issuing a contract.

Expiry date of proposal/bid validity	Medium	Requesting Senior Management of UNDP to extend the expiry date of bid validity in consultation with the selected consultant/firm
Mutual Accountability		
Due to resource constraint in MAU coverage of Anti-fraud training and spot check may not be in optimum level	Medium	Conduct TOT on Anti- Fraud and Corruption issues to Town Managers and Finance Experts. NUPRP's HQ staff will cover certain % of spot check on selected beneficiaries.

Annex 1: NUPRP Risk Register

Annex 2: Value for Money Report

Annex 3: Financial Progress Report (April – September 2017)