National Urban Poverty Reduction Programme (NUPRP) Six-Month Progress Report (October 2018 – March 2019)



April 2019

Acronyms

CAP Community Action Plan

CCVA Climate Change Vulnerability Assessment
CDC Community Development Committee
CHDF Community Housing Development Fund

CO Community Organisation

CRMIF Climate Resilient Municipal Infrastructure Fund
DFID Department for International Development

DPP Development Project Proforma

ECNEC Executive Committee of the National Economic Council

GBVA Gender Based Violence Assessment

GoB Government of Bangladesh

HDRC Human Development Research Council

HR Human Resources

IFCA Institutional and Financial Capacity Assessment

IYCF Infant and Young Child Feeding

LF Logframe

LG Local government

LGD Local Government Division
Local government institutions

LoA Letter of Agreement

MAU Mutual Accountability Unit

NUPRP National Urban Poverty Reduction Programme

NPD National Project Director

PG Primary Group

PIC Programme Implementation Committees
PURS Pro-poor Urban Resilience Strategy
RELU Research, Evaluation and Learning Unit

SBCC Social and Behaviour Change Communication

SCC Safe Community Committee

S&C Savings and Credit
SEF Socio-economic Fund

SIF Settlement Improvement Fund
TLCC Town Level Coordination Committee

ToT Training of Trainers

TNA Training Needs Assessment

TPB Town Project Board

TSC Town Steering Committee

UNDP United Nations Development Programme
UPPR Urban Partnerships for Poverty Reduction

VAWG Violence Against Women and Girls

VLM Vacant Land Map

WLCC Ward Level Coordination Committees

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1. Overview of the reporting period (October – March '19)

The reporting period can be divided into two distinct phases, the three-month period covering October, November and December 2018, and the period that covers January, February, and March 2019. The former period is characterized by an emphasis on delivering socio-economic and infrastructure grants responding to a desire to demonstrate impact in cities where NUPRP had been engaged throughout 2018. The latter period has emphasized the expansion of the Programme into new cities and the preparation of annual poverty reduction strategies for each city. This Six-Month Progress Report describes the progress that has been made across all output areas, but with emphasis on: (i) delivering SIF (Settlement Improvement Fund) and SEF (Socio-economic Fund) grants in 2018, (ii) expanding and scaling-up the Programme, and (iii) the localization of poverty reduction strategies in cities and the finalization of AWPs for 2019.

Given the approval of the DPP in August 2018 NUPRP decided to focus on demonstrating the impact of the Programme in the seven cities where there was already significant presence and preparation. For that reason, a total of 32,346 Socio-Economic Fund grants were distributed to households in areas of the most highly concentrated poverty conditions. This approach follows the City Poverty Index and reinforces each city' strategic approach to poverty reduction, one that was endorsed by Mayors, and approved upon by Counselors and other city stakeholders. The successful delivery of these grants demonstrates that the planning and systems put in place to identify the neediest beneficiaries, and ensure a transparent, consensus-driven, and accountable delivery process, are functional. At the same time over 1,000 grants for infrastructure projects were delivered from the Settlement Infrastructure Fund (SIF) in three cities. This achievement also indicates that the systems to ensure that CDCs can accept, manage and utilise project resources, are in place and functional.

During the duration of the reporting period NUPRP endeavored to scale-up from the initial set of seven cities (where activities began in 2017) to a more robust and expansive portfolio of twenty cities; this will allow a much greater scale and arena for engagement and impact. To do so a number of processes were initiated, these include: the recruitment and on-boarding of new staff, the creation and translation of training modules, the hiring of local grassroots staff to undertake implementation in the field, the initiation of a series of thematic poverty assessments in each city, the development of local planning and implementation tools, as well as engaging a set of new Mayors and Local Governments to launch the Programme in 2019. These activities have required the support of almost everyone on team together with the UNDP Country Office, since scaling-up involves a huge amount of preparatory work.

A programmatic and management focus for 2019 is to provide each city with an integrated set of urban poverty reduction activities, in a way that supports better coordination between Output areas, enhances synergy between activities, and ensures activities respond thoughtfully to local poverty conditions. At the same time NUPRP is pushing Mayors and Local Government officials to take on more ownership for implementing activities. This will encourage them to fully adopt NUPRP's strategic approach, actively push activities and new policies forward, and ultimately ensure that an urban poverty reduction approach is sustainable. During February and March 2019, the NUPRP Team from Dhaka engaged with City-level teams in five cities, developing localized plans that align with current development visions, and personally advocating for the adoption of these plans by Mayors and their staffs.

NUPRP has faced a number of ongoing challenges. During the October-April reporting period UNDP has worked without the full support of National Government, this is evidenced by the delayed selection of a

National Project Director (NPD), and following his appointment the NPD was re-assigned. The lack of a dedicated and supportive NPD has compromised the ability to swiftly operationalize activities on the ground (due to delays in signing the Letters of Agreement (LoA), activating bank accounts, and mobilizing grassroots support) and this has held up some of the positive momentum gathered towards the end of 2018. Other challenges include covering the increasingly extensive scale of implementation, due to travel demands on the limited amount of Dhaka staff, and being able to increase operational and technical capacity sufficiently quickly (hiring qualified staff for the necessary positions). The first half of this reporting period difficulties were encountered due to the general mood in the country in the run-up towards the national elections; but the situation has consequently stabilized and improved.

While challenges persist, many have been mitigated through a proactive approach to connect and start-up in new cities, the engagement of Local Government Division (LGD) at a higher level to expedite certain critical issues, and through a variety of adaptive management methods. While NUPRP still doesn't have the final NPD selected Programme staff have engaged with Mayors and Local Government officials in the same way as was carried out prior to the approval of the Development Project Proforma (DPP). This has allowed for a range of start-up activities to proceed in the thirteen new cities where the Programming is expanding. In instances where official action is needed UNDP's Senior Management staff have engaged with the Secretary of LGD, this for example, has resulted in the selection of the next set of cities. NUPRP has overcome the challenges of planning and organizing activities across a complex and large portfolio, by adopting a phased approach, as well as by delegating more authority to NUPRP's city teams. Given the preparedness and momentum in the first seven cities (including Khulna, Narayanganj, Chittagong, and Sylhet) focused attention has been on completing their work plans (early in 2019), while more energy will be directed on the successive cities thereafter.

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

Between October 2018 and March 2019, significant resources went into assessments/ understanding the context in category B cities (except Barisal) and in developing localized Poverty Reduction Strategies in Category A cities for 2019 (except Dhaka North). In addition, a range of knowledge and training materials were developed during the reporting period.

2.1. Highlights for the period October 2018 – March 2019

Development of training guidelines for the City/Town Steering Committee, City/Town Project Board, and Programme Implementation Committee

The implementation modality requires NUPRP to have three management structures in place in every city namely the City/Town Steering Committee (TSC), the City/Town Project Board (TPB) Project and the Ward-level Programme Implementation Committees (PIC). The success of NUPRP largely depends on the effectiveness of these management and governance structures. Three separate training guidelines were developed during the reporting period to help build their capacity.

Having developed the training guidelines, a city-level Training of Trainers (ToT) was conducted for NUPRP staff in three cities -- Kushtia, Khulna and Sylhet – in addition to those trained last year. A comprehensive orientation was also provided to the Governance and Mobilization Experts as well as other relevant town staff during NUPRP's basic orientation. At the start of the next reporting period NUPRP will form and orient the Project Implementation Committees (PICs) as well as provide orientation to the City/Town Steering Committees.

Conducted participatory poverty mapping

Participatory poverty mapping (which comprises Mahalla and Resource mapping + Urban Poor Settlement mapping) was completed in two cities, Patuakhali and Kushtia, during the reporting period, bringing the cumulative total to 9 cities. In Faridpur the Mahalla and Resources Mapping was completed which is the first part of the poverty mapping exercise.

Conducted Institutional and Financial Capacity (IFCA) of the local government

In order to build the capacity of local government a thorough understanding of their existing capacities are needed, from an institutional and financial perspective. During the reporting period, NUPRP contracted IPE Global (in association with Power and Participation Research Centre (PPRC)) to develop and implement an Institutional and Financial Capacity Assessment (IFCA) methodology. The methodology was developed and piloted in Sylhet, and a draft report is being produced. Towards the end of the reporting period, the IFCA was rolled out in 11 Category A and B cities with significant progress being made in Khulna and Faridpur. Once the IFCA is complete for a city, a capacity building plan will be developed for the local government based on the IFCA findings.

Conducted City Context Workshop

One city context workshop was conducted in Sylhet. The City Context Workshop helps to build consensus and understanding about poverty issues and bring together a range of city level stakeholders (e.g. Mayor, Councilors, related city officials, other donor and UN agencies, poor community leaders, NUPRP staff, academics etc). The participatory poverty mapping is the basis around which discussion

focuses. The initial poverty mapping exercise was conducted in Sylhet in 2017, almost two years previously, so, it was suggested that a repeat City Context workshop take place. The city authority expressed an interest to take the lead in doing/updating the poor settlements mapping which formed the basis of the repeat city context workshop.

Shared findings of the mapping donor efforts with local government

In 2018 NUPRP completed the mapping of donor efforts in 8 cities. The reports had however not been shared with local government because of the lack of town staff and because the DPP had not been approved. During the reporting period, NUPRP staff at the city-level began sharing the reports. Mymensingh team have already shared the findings of the donor efforts mapping with the city authority. The intention is that local government will then convene meetings with all the actors who are implementing poverty reduction activities in the city to develop some coordination strategy so that gaps and overlaps are minimized.

Formation of City and Ward-level project management structures

During the reporting period, the City /Town Project Board (CPB/TPB) was formed in *all* category A and B cities. In addition, in all category A cities where grants have been issued, the Ward-level Programme Implementation Committee (PIC) were formed. Training for PIC members was also initiated. The formation of City/Town Steering Committees (CSC/TSC) was initiated in category A cities; in category B cities, once the Letter of Agreements have been signed (early in the next reporting period), the city will move forward with forming the CSC/TSC.

Formed/reformed/activated coordination committees and standing committees

NUPRP will focus on working with three standing committees, namely (i) Standing Committee on Women and Children, (ii) Standing Committee on Disaster Management, (iii) Standing Committee on Poverty Reduction and Slum Development. The programme will also support the activation/ reactivation of Town Level Coordination Committees (TLCCs) and Ward Level Coordination Committees (WLCCs.)

During the reporting period Chandpur's town team successfully reactivated the Ward Committees and the Town Level Coordination Committee (TLCC). The process was initiated in other municipalities, namely Faridpur, Patuakhali and Kushtia. In addition, Chattogram and Patuakhali formed/reformed the standing committees.

Developed city-specific Poverty Reduction Strategies and Visions

In order to bring about a convergence between the citywide mapping and analyses conducted by NUPRP, and the more targeted poverty reduction activities contemplated in the implementation of the Programme, it is essential that cities have their own Poverty Reduction Strategies and a vision in place. These strategies should respond to the specificity of local context, while also aligning with the vision and values of Mayors, so that there can be easy integration of pro-poor policies, with other plans and policies in place that orient the development of the city as a whole. During this reporting period the NUPRP developed an integrated set of strategies for four cities, Mymensingh, Sylhet, Narayanganj, Chandpur, and presented and discussed them with their respective Mayors. As a result there is growing understanding and backing by these Mayors for the pro-poor activities of NUPRP as they can visualize and better understand how grants, campaigns, trainings, and community-level activities, fit together into an overall urban poverty reduction approach.

2.2. Progress towards LF targets

The following table presents progress towards NUPRP's September 2019 milestones. It should be noted

that these milestones are currently under review as part of a logframe/ workplan review process due to be completed by end of May.

September 2019 LF milestone	Progress	Remark
Indicator 1.1: Number of Municipalities and City Corporations actively involving the poor in climate resilient and pro poor planning Milestone: 20	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 scorecard of 5 criteria ¹ . There have however been some initiatives in select cities that contribute to achieving this milestone: Mahalla and resources mapping completed in 2 cities (Patuakhali and Kushtia) and field work completed in 1 city (Faridpur); Urban Poor settlements mapping completed in 1 city (Patuakhali), and field work completed in 1 city (Kushtia). In addition, the city context workshop has been completed in Sylhet. Ward Committees (WC) and Town Level Coordination Committees (TLCCs) are reformed/activated in Patuakhali. Significant progress has been made in other municipalities of Category B cities to reform and activate the WCs and TLCCs.	LF milestones are currently under review and will be submitted by end May 2019.
Indicator 1.2: Number of Municipalities and City Corporations coordinating with stakeholders to improve / increase services focusing on the poor (through active involvement of standing committees, WLCC/ WC, TLCCs / CSCC) (Cumulative)	Based on a scorecard of 3 criteria ² this indicator has been achieved in 5 towns/ cities (Chandpur, Chittagong, Faridpur, Patuakhali, and Sirajganj). In few cities standing committees have been reformed and activated. Significant progress has been made in other cities to reform and activate the TLCCs, WCs, and the Standing Committees which will be done in the 2 nd and 3 rd Quarters of 2019.	LF milestones are currently under review and will be submitted by end May 2019.

¹ At least 50% of those involved in identifying settlement boundaries and collecting scorecard data (as part of the urban poor settlement mapping) are from any urban poor settlement. At least 50% of CDCs have a recently developed/ reviewed community action plan (i.e. within last 12 months); At least 10% of participants in the urban mapping and analysis workshop are from CDCs; At least 50% of WLCCs/ Ward Committee met during the last three months <u>and</u> there was representation from CDCs; TLCC/ CSCC met during last quarter <u>and</u> there was representation from Federation or CDC Clusters

² TLCC/ CSCC met during last quarter; At least 50% of WLCCs/ Ward Committee met during the last three months. At least two out of the 3 standing committees have met at least once during the last six months

September 2019 LF milestone	Progress	Remark
Milestone: 12		
Indicator 1.3: Number of towns/ cities with Strategic Urban Resilience Plans³ drafted Milestone: 17	Localized SURPS (Pro-poor Urban Resilience Strategies [PURS]) have been drafted for 4 cities and shared with each city (Mymensingh, Sylhet, Narayanganj, Chandpur). Significant progress has been made for Chattogram. Khulna is in process to follow the same. Significant progress has however been made in preparing 'chapters' of the PURS, including: 1) poverty mapping completed in 9 cities, 2 cities in progress and there are plans to start mapping in another 9 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 4 cities.	LF milestones are currently under review and will be submitted by end May 2019.

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

Indicator	Achieved up to September 2018	Achieved between October – March 2019	Cumulative achievement (as at March 2019)
Participatory Mahalla and resources Mapping completed	7 cities	2 cities	9 cities
Participatory Urban Poor Settlement Mapping completed	7 cities	1 city	8 cities
City Context Workshop conducted	5 cities	1 city	6 cities
Mapping Donor Efforts Report finalized	8 cities		8 cities
Mapping donor efforts findings with local government shared	0 cities	1 city	1 city
Urban Poverty Profile (UPP) completed	7 cities	0	7 cities
Concept notes prepared for the development of training guidelines of the city and ward level management structures developed	3 concept notes	0	3 concept notes
Training Guideline Prepared for City/Town Project	1 Training	2 Training	3 Training

³ NUPRP wishes to rename these Plans to Pro-poor Urban Resilience Strategies (PURS)

Indicator	Achieved up to September 2018	Achieved between October – March 2019	Cumulative achievement (as at March 2019)
Board, City/Town Steering Committee, and Programme Implementation Committee prepared	Guideline	Guidelines	Guidelines
Institutional and Financial Capacity Assessment (IFCA) of the local government completed	0	1 city (draft)	1 city (draft)
Localized Poverty Reduction Strategy for 2019	0	4 cities	4 cities
Ward Committees (Pourashavas only) formed and activated/ reactivated	0	1 city	1 city
Town-Level Coordination Committee (TLCC) (Pourashavas only) formed and activated/ reactivated	0	1 city	1 city
Standing Committees (SC on Women and Children, SC on Disaster Management, and SC on Poverty Reduction and Slum Development) formed and activated/ reactivated	0	2 cities	2 cities
City/Town Project Board (CPB/TPB) formed	0	10 cities (category A and B cities except Barisal)	10 cities
Programme Implementation Committee (PIC) formed	0	7 cities (# of Wards need to be confirmed)	7 cities (# of Wards need to be confirmed)

2.3. Constraints during the period

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

Constraints	Impact on delivery	Actions taken
	(High, Medium, Low)	
Town-level staff were recruited later than expected which impacted the delivery of activities	High	Orientation was given to the Governance and Mobilization Experts
Towards the end of 2018 significant resources went into activities related to the delivery of SEF grants (7 cities) and SIF projects (3 cities) which diverted resources away from Output 1	High	A revised plan (with lower ambitions) was prepared and communicated with the town teams.

activities	
detivities.	

2.4. Planned activities and key targets for the period April - September 2019

The following table presents the key activities for the next reporting period (April– September 2019):

Planned Activities for April – September 2019	Key target
Participatory poverty mapping (Mahalla and	7 cities
Resources Mapping and Urban Poor Settlement Mapping)	(2 Category B cities and 5 Category C cities)
Preparation of Ward Poverty Atlases	4 cities
	(Category B cities and Dhaka North)
Mapping donor efforts completed	12 cities (Category B and C cities)
Institutional and Financial Capacity Assessment	11 cities
(IFCA) completed	(7 Category A cities and 4 Category B cities; and
	Process initiate for category C cities)
Localized Poverty Reduction Strategy for 2019	6 cities
completed	(2 category A Cities and 4 category B Cities)
Pro-Poor Urban Resilience Strategy (PURS) completed	4 cities (category A)
Support to local government institutions to activate/	8 municipalities
form coordination and standing committees provided	(Only Municipalities of Category A, B and C Cities)
Formation and Orientation of City/Town Steering	16 cities
Committee completed	(All Category A and B Cities and 5 category C Cities)
Formation and Orientation of City/Town Project Board completed	9 Category C Cities
Formation of Project Implementation Committees at	16 cities
Ward level completed	(All Category A and B Cities and 5 category C Cities)

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

Communities are the backbone of NUPRP's poverty reduction efforts. Without the effective engagement of urban communities with Local Governments, development interventions will likely not last beyond their implementation phase, will not address needs, and progress will be short-lived. For poverty reduction efforts to be successfully mainstreamed it is essential for organized and capable communities to work together with Local Governments to advance a pro-poor development agenda. During the reporting period this output area focused on community mobilization in new and ex-UPPR cities.

The formation and reactivation of community organisations is not sufficient. These organisations need training in a variety of practical skills, they need to be encouraged to save and they need organizing into large-scale representative organisations. These are activities aim to build confidence and an ability to work with Local Governments. NUPRP takes seriously the need to cultivate a sense of autonomy and independence; without which there is a tendency towards dependency and fragility.

The savings & credit function is 'the glue' that holds many of the community organisations together both during and beyond the life of the programme. During the reporting period NUPRP conducted a savings & credit audit of 574 CDCs in the 7 Category A cities. This audit provides information in the 'health' & condition of the savings & credit component.

In addition, Output 2 conducted 53 Community Action Plans (CAP) in two cities. The CAP is not only a tool for community planning but also a process of community empowerment.

3.1. Highlights for the period October 2018 - March 2019

Community Mobilisation to form and reactivate Primary Groups (PG) and Community Development Committees (CDC)

Community Development Committee (CDCs) are the platform for almost all NUPRP's activities such as participatory planning and promoting savings and credit groups. These community organisations function as development partners for municipality and city corporations. During the reporting period, the programme facilitated the formation of 1,098 new Primary Groups and 105 CDCs in 8 cities. The cumulative progress, as at the end of March 2019, is 1,672 PGs and 152 CDCs newly formed.

In addition, 200 CDCs were reactivated in Dhaka North and Chittagong City Corporations during the reporting period, bringing the cumulative number of reactivated CDCs to 1,325 CDCs across 8 ex-NUPRP cities. A total of 1,477 CDCs are now functional (newly formed and reactivated) and are now in a position to move ahead with community planning and implementation.

Savings & Credit Auditing of Community Development Committees

By the end of the programme, NUPRP aims to involve 1.4 million households in savings and credit (S&C) schemes, with savings generating over £ 83 million⁴. Many S&C groups already exist in ex-UPPR tows/cities in which NUPRP is now working. In the absence of field staff it has been difficult to clearly and methodically assess the status of these S&C groups. However, with the onboarding of field staff during March 2019 an audit was initiated. This will provide the baseline status of existing S&C groups. At the

⁴ These targets are under review at the time of preparing this progress report.

end of March, 502 CDCs (and their S&C groups) had been audited in 4 cities. The remaining 988 CDCs will be audited during April.

Inclusive Community Action Planning (CAP) for Urban Poor Community Organisations

Sustainable development requires the active involvement of the poor to identify their own problems and determine their own solutions and priorities. The CAP is a community-level process carried out by each CDC every year, to identify their problems, potential solutions, and then to set annual development targets. In January 2019, a CAP Training-of-Trainers workshop was conducted for all Town Managers and Mobilization and Governance Experts. All cities have now prepared their own CAP workshop implementation plan. By the end of March 2019, 44 CAP workshops had been completed in 4 cities (Narayanganj, Kushtia, Mymensingh and Sylhet). Progress will be rapidly scaled up as soon as Community Facilitators/ Community Organizers have been recruited.

TOT Training and Orientation to develop project staff's capacity

During the reporting period, Output -2 Coordinator conducted 6 training courses for the Town Managers, Governance & Mobilizations Experts and Finance & Admin Experts and volunteers to strengthening their capacity on the following issues: 1) ToT on CAP Workshop Training; 2) ToT on Savings & Credit Accounting and Audit training; 3) ToT on Savings & Credit Management Training; 4) ToT on Strengthening of Purchase Committee; 5) TOT on Organizational Development and Management training; and 6) Orientation to Experts & Volunteers on Community Mobilization Steps and Process. As a result, Project staff are more capable and confident of delivering capacity building trainings to the leaders of Community Organisations and Local Government officials.

Strengthening Leaders capacity of Community Organizations

So far a total of 25 Training modules have been developed (with six having been developed in the current reporting period) to meet the different capacity needs of community organisations. Output 2 focuses on building the capacity of CDCs in Wards where there are high concentrations of poverty and low capacity community organisations, so that low-capacity community organisations can be transformed into high-capacity organisations. The training modules developed between September and March were: 1) Democracy & Governance Training; 2) Human Rights and Legal Aid Training; 3) Advocacy and Networking Training; 4) Leadership and Conflict resolution training; 5) Functional literacy & Numeric skills training; and 6) Reporting and documentation skills training

During the reporting period, 7 cities (Category A) conducted capacity building training for the leaders of CDCs and Clusters on different issues e.g. Savings & Credit, Organisational Development & Management, Anti-fraud etc.). A total of 823 community leaders participated in 41 batches of training, of them 748 were female and 75 were male. As a result, leaders have become more active and confident.

3.2 Progress towards LF targets

The following table presents progress towards NUPRP's September 2019 milestones. It should be noted that these milestones are currently under review as part of a logframe/ workplan review process that will be completed by the end of May.

September 2019 LF milestone	Progress	Remark
Indicator 2.1: Percentage of CDCs whose performance is judged "fully effective " on	The baseline status (conducted in 2017) indicated that 0.5% of 9 CDCs assessed	LF milestones are currently
an objective and agreed scale to assess	(Category A and B cities) were judged to	under review

institutional effectiveness as a result of capacity building. Milestone: 50%	be fully effective. Since baseline, these CDCs have received trainings, orientations, learning visits and support. The next (follow up) assessment is due mid 2019 and will assess progress against this milestone	and will be submitted by end May 2019.
Indicator 2.2: 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 Milestone: 50%	The baseline status (conducted in 2017) indicated that 0% of 9 Federations assessed (Category A and B cities) were judged to be fully effective. Since baseline, these Federations have received five trainings e.g. Visioning, Action Planning, Organisational Development, Savings & Credit etc. The next (follow up) assessment is due mid 2019 and will assess progress against this milestone	LF milestones are currently under review and will be submitted by end May 2019.
Indicator 2.3: Value of savings generated from savings and credit groups that can reduce the risk of climate shocks and stresses (ICF KPI 1) (Cumulative) Milestone: GBP 12.5 million	Because of extremely limited resources, there has been no support to S&C groups since the start of the programme. 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. The first data (using newly recruited staff) will indicate the current value of savings,	LF milestones are currently under review and will be submitted by end May 2019.

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

Indicator	Achieved up to September 2018	Achieved between October 2018 to March 2019	Cumulative achievement (as at March 2019)
Number of new Community Development Committees (CDC) formed in 9 cities (Old +New)	47 CDCs	105 CDCs	152 CDCs
Number of existing CDCs reactivated in 9	1125 CDCs	200 CDCs	1,325 CDCs

Indicator	Achieved up to September 2018	Achieved between October 2018 to March 2019	Cumulative achievement (as at March 2019)
UPPR cities			
Number of CDCs completed Savings & Credit Audit	0 CDCs	502 CDCs	502 CDCs
Number of CDCs Completed Community Action Plan (CAP)	0 CDCs	44 CDCs	44 CDCs
Number of CDCs and Clusters leaders received capacity building training	0 CDCs	823 leaders	823 Leaders
Number of staff TOT Training completed on different training modules	0 Modules	6 modules	6 Modules
Number of Federations receiving training on 5 mandatory ⁵ trainings	9	9 Federations	9 Federations
Number of capacity building modules developed for Community Organisations	19	6 modules	25 modules
Number of Federations developing their own organisational profile	9	9 Federations	9 Federations

3.2. Constraints during the period

Constraints	Impact on delivery	Actions taken
	(High, Medium, Low)	
Delays in onboarding of project staff (Experts, Community Organisers and Community Facilitators).	High	Paid community volunteers were engaged to form (new) and reactivation (existing) PGs and CDCs.
Savings and Credit baseline assessment could not be complete due to staff not being onboarded	Medium	Paid volunteers have been engaged to initiate the Savings & Credit baseline assessment. Moreover, experienced Federation, Clusters & CDC leaders provided support.

3.3. Planned activities and key targets for the period April - September 2019

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

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

Planned Activities for April – September 2019	Key target (Considering A, B & C category Cities)
Form new CDCs	568 CDCs
Reactive CDCs in old (UPPR) cities	361 CDCs
Develop Community Action Plans (CAP) in 7 cities	841 CAPs
Conduct savings & credit baseline and SWOT assessment in 8 old (UPPR) cities	1,326 CDCs
Develop Community Score Card guideline and Toolkit and pilot at two cities	1 Guideline and tool pack
Conduct training for Community Purchase Committees and Social Audit Committees	16 batches
Hire Savings & Credit Coordinator, Training implementing partner and technical partner for Savings & Credit component	3
Conduct Basic ToT for Programme staff on different training courses (e.g. Organisational Development & Management, Savings & Credit Management, Democracy & Governance, Advocacy & Networking etc.)	4 ToT (Batches)
Conduct mandatory training to build capacity of Community Organisations (CDCs, Clusters & Federations)	160 batches
Organise community-to-community and city-to-city learning visits for Municipality/City Corporation officials and community leaders	430 community-to- community visits and 6 city- to-city learning visits.
Facilitate election for the CDCs, Clusters & Federation at A&B Categories cities	1,490 CDCs

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

Output 3 comprises three areas that all contribute to improving the well-being or the urban poor: socio-economic grants, nutrition support, and initiatives to reduce violence against women and girls. During the reporting period significant resources went into the process of distributing Socio-economic Fund (SEF) grants. Activities included training CO leadership on SEF contract preparation and the implementation process, Rocket account opening, the verification of Rocket accounts and SEF grant distribution. Significant resources also went into Local Market Analyses in each town/ city.

Nutrition-related activities focused on developing a methodology for the city-level nutrition context assessment and completing one assessment (Narayanganj). Various training modules and guidelines were also initiated. In terms of VAWG initiatives, a methodology was developed and Gender Based Violence Assessments (GBVA) were carried out in 5 cities. NUPRP also recognised International Women's Day to create awareness among the stakeholders.

The main challenges encountered related to the lack of staff at the City- or Town-levels. This particularly affected some of the processes related to SEF grants, such as the verification of SEF grantees and Rocket account opening. Despite these challenges +/- 32,000 SEF grants were distributed and associated activities like forming Project Implementation Committees (PIC) and Town Planning Boards (TPB), bank account opening, and establishing agreements with city authorities, were completed.

4.1. Highlights for the period October – March 2019

SEF Contract Preparation and Approval

33, 000 beneficiaries were selected by NUPRP, together with community groups, following a standard methodology and process. The community groups then prepared community proposals/contracts and channeled those proposals for approval through the PIC at the Ward-level and through the TPB at the City-level. A total of 288 community contracts across 7 towns/ cities were finally approved by the Project Executive Board at NUPRP HQ. After approval by the Executive Board fund transfer was initiated.

Training Community Groups in the SEF Contract Implementation Process

CDC Clusters need to thoroughly understand the contract implementation process since they are the main body responsible for the implementation of SEF contracts. A total of 33,000 grant beneficiaries from 1,000 CDCs were identified. 100 CDC Cluster leaders & CDC leaders were trained from these community organisations.

Rocket Account Opening and Verification

To promote transparency and accountability in the distribution of SEF grants, NUPRP is introducing cashless transfers to grantees for the first time. NUPRP made an agreement with the Dutch Bangla Bank to use Rocket Account Services to (cashless) transfer funds to grantees. As at the end of March, almost all 32,500 grantees have a Rocket account. NUPRP staff and volunteers have also verified that Rocket accounts have been accurately opened.

Socio-Economic Fund (SEF) grants distribution

During the reporting period funds were transferred to Town/ City account's and then CDC Cluster accounts for 32,662 SEF grantees (Business Grants 13,774, Apprenticeship 5,206 and Education grants

13,682) valued at +/- USD 2.7 million. After approval of the contract, the CDC Clusters submitted a formal request to the Pourashava/City Corporation through the Town Manager and Member Secretary to transfer the first installment.

SEF Funds were transferred from Town/ City accounts to Cluster accounts in 2018. During the last month of the reporting period and in the upcoming months funds will be gradually distributed to beneficiaries. The Education and Apprentice Grants will be given to the Cluster on an installment basis (preferably two installments). The Cluster will then disburse the grants to the grantees on a monthly basis and the process will be completed by the end of June 2019.

Local Market Assessments in 3 cities

Local Market Assessment are needed to develop pro-poor local economic development strategies in each city. The Assessment identifies useful information such as where apprentices can take courses, what businesses are most suitable for start-up grants, and what advice can be given to local governments to promote employment opportunities for the poor. Output 3 developed a Market Assessment Tool and tested it in Mymensingh as well as produced 3 city-specific assessment reports, in Patuakhali, Faridpur and Kustia. In 2018, Output 3 conducted Market Assessments in 8 cities. By using the Market Assessment Tool, the Town Manager and Socio-economic and Nutrition Experts collected primary data and drafted a report that will make a foundation for developing a Local Economic Development Plan in each city.

Conduct Gender Based Violence Assessment (GBVA) for Urban Informal Poor Communities in 5 NUPRP cities of Bangladesh

Between November 2018 and February 2019, Output 3 commissioned an assessment on Gender Based Violence for 5 towns/ cities (Dhaka North, Narayanganj, Sylhet, Chattogram and Khulna). Five separate reports were completed. A major objective of the GBVA was to gain a better understanding of the types, and extent, of violence committed against women and girls in urban poor settlements, places of work, and other public places. Another objective was to prioritize a set of actions that can be taken by NUPRP to reduce incidences of violence, based upon an understanding of the types of situations, locations, and behavioral patterns associated with violence.

Celebrate International Women's Day) at National and City Level

NUPRP celebrated International Women's Day both at the National and at the Town/ City Level. At the national level, on the eve of IWD 2019 (6-7 March), NUPRP with the Department of Women and Gender Studies (DWGS), University of Dhaka organized a two-day event titled "DWGS Gender Fest 2019" at the Muzaffar Ahmed Chowdhury Auditorium. The Fest was also partnered by USAID Bangladesh, MJF and Bangladesh Mahila Parishad along with media partners. The event included a series of events like a gender book fair, short film competition and exhibition, poster competition and exhibition, pot song and panel discussion about preventing GBV to achieve SDGs.

At the City- and Town-level, NUPRP's Town Teams supported the Municipality and Town Federations to organize a colorful rally, cultural program, sports competition and discussion session. While they emphasized on community level GBV prevention mechanisms, the discussion topic included the formation process of Safe Community Committees in urban poor settlements, strong referral mechanisms and sensitization process for Local governments to support urban poor women and girls.

City level Nutrition Context Assessment for Urban Poor Communities

To assess the association between nutrition and its underlying factors at the Town/ City level, NUPRP commissioned a pilot study in Narayangonj City Corporation in January 2019. The study focused particularly on assessing the nutritional status of children under 5 years, health seeking behaviors among pregnant and lactating mothers and parents/care givers of children under 5 years of age, and

knowledge and practice levels related to Maternal Infant and Young Child Nutrition (MIYCN), WASH and waste disposal among the urban poor. The report was drafted and finalized in March 2019.

Training module, guideline and materials development on Nutrition and VAWG

In relation to VAGW activities, NUPRP developed several guidelines and concept notes. These included guideline on formation and activation of Safe Community Committees, Campaign guidelines for VAWG, How to Conduct a Training Needs Assessment (TNA) on Gender and Violence Against Women and Girls (VAWG), Reporting and Monitoring formats.

For the Nutrition component, NUPRP developed and adapted a Nutrition Training Manual for Project staff and front-line workers; this manual contains 8 modules: 1) Basic food and nutrition, 2) Maternal nutrition, 3) Infant and Young Child Feeding (IYCF), 4) Screening malnutrition and Promoting Growth Monitoring, 5) Adolescent Nutrition, 6) Social Behavior Change Communication, 7) Handwashing and personal hygiene, and 8) Referral. NUPRP also adapted and customized Social and Behaviour Change Communication (SBCC) materials, these include: 1) Flipchart comprising 6 modules including WASH, 2) Job Aid (IYCF and Maternal Nutrition), 3) Adolescent nutrition ludu game, 4) Nutrition Food Bowl, and 5) Nutrition Food Plate.

4.2. Progress towards LF targets

The following table describes progress towards NUPRP's September 2019 milestones. It should be noted that these milestones are currently under review as part of a logframe/ workplan review process due to be completed by end of May.

September 2019 LF milestone	Progress	Remark
Indicator 3.1: Percentage of education grantees completing the academic year in which they receive the grant Milestone: 85%	 13,682 Education grantees have been selected, verified and received a Rocket account number in 7 cities Community contracts developed and approved by the Project Implementation Committees, Town Project Boards and Project Educative board First tranche of grants distributed to the Education grantees in March 2019 	LF milestones are currently under review and will be submitted by end May 2019.
Indicator 3.2: Percentage of primary target groups (pregnant and lactating women) with improved awareness about nutrition issues above baseline Milestone: 80%	 Preparatory works conducted during the reporting period: Developed and adapted Training Manual on Nutrition Adapted and customized SBCC materials Capacity building plan and strategy developed Nutrition Assessment piloted in Narayangonj 	LF milestones are currently under review and will be submitted by end May 2019.

	 Nutrition Component implementation guideline drafted 	
Indicator 3.3: Number of CDC safe community committees functioning to address VAWG and early marriage issues Milestone: 100 Committees	 Concept note on formation and activation of Safe Community Committees (SCC) developed and approved by NUPRP management Guideline on formation and activation of Safe Community Committee developed and shared with the town teams to form the Committees. Training modules for the SCC developed 	LF milestones are currently under review and will be submitted by end May 2019.
Indicator 3.4: Number of people with improved livelihood opportunities through SEF (ICF KPI 1) Milestone: 50,200 (20% M, 80% F)	 5,349 grantees selected for apprenticeship grants and Rocket accounts opened and verified 13,631 grantees selected for business grants, and Rocket accounts opened and verified Community contracts developed and approved by the PIC, TPB and Project Educative board for SEF grants SEF funds transferred to City account and then to the CDC Cluster Account Agreement with the Skill Providing organizations +/- 60% complete Selection of mentors completed in 7 cities and their training underway 	LF milestones are currently under review and will be submitted by end May 2019.
Indicator 3.5: Number of CDC leaders received training related to VAWG and early marriage Milestone: 3,750 CDC leaders	 5 (Dhaka, Narayanganj, Sylhet, Chattrogram, Khulna) Gender-based violence assessment reports finalized Training Needs Assessment completed Training Concept note developed 	LF milestones are currently under review and will be submitted by end May 2019.

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

	Achieved up to September 2018	Achieved between October – March 2019	Cumulative achievement (as at March 2019)
SEF Contract Preparation and Approval	0	288	288
Number of trainings for Community Organisations for SEF Contract Implementation Process	40	60	100
Rocket accounts opened and verified	0	32,000	32,000
SEF grants distributed	0	32,662	32,662
Number of Gender Based Violence Assessments (GBVA) for Urban Informal Poor Communities completed	0	5	5
Number of events to celebrate International Women's Day at National and City Level	0	6	6
City level Nutrition Context Assessments for Urban Poor Communities (one per city)	0	1	1
Local Market Assessments conducted (one per city)	8	3	11
Training modules, guidelines and materials development on Nutrition and VAWG	0	1	1

4.3. Constraints during the period

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

Constraints	Impact on delivery	Actions taken
	(High, Medium, Low)	
Insufficient number of Socio- economic and Nutrition Facilitators to facilitate the community groups and verify grantees (as not onboarded)	Medium	Ad-hoc volunteers provided facilitation and capacity building support.
Delayed signing of Letters of Agreement (LoA) with the cities	Medium	UNDP took extra efforts with the Ministry and Cities to issue the LoAs during the last quarter of 2018.
National Elections delayed the process of involving community groups and local government officials in large gatherings	Medium	NUPRP was obliged to keep a relatively low profile at the town level in order to avoid unnecessary conflict.

4.4. Planned activities and key targets for the period April - September 2019

The following table presents the key activities for the next reporting period (April – September 2019):

Planned Activities for April – September 2019	Key target
Conduct Local Market Assessment for NUPRP's livelihoods intervention	9 reports
Develop pro-poor economic development strategy (one per city)	10 strategies
Number of cities in which mentors trained to help plan and manage SEF grantees' businesses	7 cities
Number of cities in which orientation provided to SEF grantees to identify skill and business opportunities	10 cities
ToT for project staff on entrepreneurship development	20 cities
Train the CDC Clusters and CDCs on SEF beneficiary selection and contract implementation	20 cities
Establish partnership with the Skill Training providing Organization and Private Sectors for Job Placement	03 MOU
SEF grants Distribution	20 cities
Develop module on gender and VAWG and train NUPRP staff on Gender and VAWG i.e TM, Experts	1 module
Strengthen capacity and establish partnership with the state and non-state actors for coordinating, referring and networking for victims' comprehensive support	2 MOU
Formation and activate the taskforce/safe community committees and Train SCC, Federation, Cluster and CDCs, CO/ on function, roles and responsibilities of SCC and Gender	100 Committees
Mobilize community for campaign on stopping VAWG and EFM (i.e. Cultural show, school based porgramme, day observation)	10 cities
Develop Nutrition Grants (NG) distribution mechanism	Guideline on nutrition grants distribution and management for town level staff and community leaders developed. +/- 75 project staff and community leaders trained.
Nutrition Grants (NG) Distribution	+/-5,000 pregnant women received grants in 5 out of 10 targeted cities.
Provide individual and family counseling on nutrition to targeted pregnant and breastfeeding mother and parents of children under 2	+/- 250,000 individual counseling sessions conducted during this period (20 cities)

Facilitate group sessions with the community groups on nutrition behavior	+/- 46,000 nutrition group education sessions (20 cities).
Organize creative social campaign engaging young boys and girls at urban poor settlement areas	+/- 400 social campaigns will be organized and facilitated (20 cities)
Develop coordination and referral linkages with national, city, ward, community level actors	+/- 5,000 pregnant women, breastfeeding mothers and/ or children will be referred to service providers for ensuring antenatal, postnatal care, immunization and treatment of SAM and MAM (20 cities)
TOT for project and LGI staff on nutrition activities (basic nutrition & MIYCN, SBCC and M&E)	ToT on nutrition training modules to 50 project staff (Experts and COs) and LGI staff in this period (20 cities)
Basic training for SENF, COs and LGI front-line health staff on nutrition activities (basic nutrition, MIYCN, SBCC and M&E)	570 SENF, CO and LGI front line health workers will be trained on nutrition modules (20 cities).
Develop Nutrition and Women Friendly Business Corners (NWFBC) in urban poor settlements	20 Nutrition and Women Friendly Business Corners (NWFBC) will be developed in 10 cities
Organize mass awareness raising events on nutrition (i.e. day observation, rally, video show etc.)	Each city will organize 2 events in this period (20 cities).
Establish partnerships and strengthen coordination with stakeholders for policy advocacy and networking	Signed MoU with UNICEF, and BNCC for collaboration and coordination
Formation of city-level multi-sectoral Health and Nutrition Coordination Committees	10 City level Multisectoral Health and Nutrition Coordination Committee formed (one/ city)
Conduct City level nutrition context assessments	6 assessment reports (one/ city)

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

In terms of Output 4, the main focus of attention for the reporting period has been on staff recruitment and developing a strategy for the Community Housing and Development Fund.

5.1. Highlights for the period October 2018 – March 2019

Staff Recruitment

Progress was made in terms of staff recruitment during the reporting period. There are two Coordinator positions required for this Output area, the Housing Coordinator and the Housing Finance Coordinator. The latter was identified and is expected to join the Programme at the end of April 2019. The recruitment process for the Housing Coordinator was initiated and a candidate is expected to join by the end of May 2019.

In addition five, out of eleven, Housing and Infrastructure Experts were recruited for Category A and B towns/ cities. The remaining six Expert positions were re-advertised and are expected to join during the second guarter of 2019.

Community Housing Development Fund Strategy Development

Mr K. A, Jayaratne, a Sri Lankan consultant was hired to facilitate the development of a Community Housing Development Fund (CHDF) implementation strategy and work plan for NUPRP. Mr Jayaratne has significant experience in Bangladesh and was UPPR's Land Tenure and Housing Advisor. As part of the strategy development process, the consultant facilitated a workshop in December 2018 attended by the Rajshahi and Sirajganj Boards of Directors and Federation leaders. The objective was to understand the status of existing CHDFs, their challenges and to better understand what they can do and what they are doing. Another workshop, including the Boards of Directors and Federation leaders from five CHDFs, will take place in April 2019, in order to develop the strategy and implementation plan together with current CHDF leaders. This final CHDF implementation strategy and work plan is expected to be deliver in April/May 2019.

5.2. Progress towards LF targets

The following table presents progress towards NUPRP's September 2019 milestones. It should be noted that these milestones are currently under review as part of a logframe/ workplan review process due to be completed by end of May.

September 2019 LF milestone	Progress	Remarks
Indicator: 4.1. Number of CHDFs established / revitalized for climate resilient housing upgrades Milestone: 18	Due to lack of staff under this Output, no CHDFs have been established/revitalized. A Draft Participatory Institutional Analysis Tools has been developed that will help to establish and revitalize or build capacity of the CHDFs	LF milestones are currently under review and will be submitted by end May 2019.

	CHDF strategy development initiated	
Indicator 4.2. Number of households using their CHDF loan to make their houses more climate resilient Milestone: 3,000	No CHDF loans were disbursed during the reporting period. CHDF strategy development initiated	LF milestones are currently under review and will be submitted by end May 2019.
Indicator 4.3 Number of households with improved tenure security Milestone: 30,000	Due to lack of staff under this Output, Initiatives are yet to taken	LF milestones are currently under review and will be submitted by end May 2019.
Indicator 4.4: Number of households more climate resilient as a result of land readjustment, land sharing, land consolidation Milestone: 1,500	Due to lack of staff under this Output, Initiatives are yet to taken	LF milestones are currently under review and will be submitted by end May 2019.

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

Indicator	Achieved up to September 2018	Achieved between October – March 2019	Cumulative achievement (as at March 2019)
Draft Participatory Institutional Analysis Tool	-	1	1
City-level housing assessment methodology piloted and finalised	1 (Methodology)	0	1
Number of poor settlement housing assessment reports completed (Chandpur)	1 (Report)	0	1
Vacant Land Map (VLM) implementation guidelines developed	1 (Guideline)	0	1
Number of cities/ towns in which VLM field survey completed (Narayanganj, Chandpur)	2 (Field survey)	0	2
Number of CHDF assessment/ baseline reports completed	1 (For 5 CHDFs)	0	1 (For 5 CHDFs)

5.3. Constraints during the period

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

Constraints	Impact on delivery	Actions taken
	(High, Medium, Low)	
Lack of Housing Finance Coordinator under Output 4	High	The recruitment process was initiated for the Housing & Finance Coordinator.

5.4. Planned activities and key targets for the period April - September 2019

The following table presents the key activities for the next reporting period (April– September 2019):

Planned Activities for April – September 2019	Key target
Conduct Vacant Land Mapping survey	10
Conduct consultation meetings with LGIs and Community Organizations to approve formation/reformation of CHDF	(Formation in two towns/ cities and reformation in nine towns/ cities)
Develop training guideline for CHDFs and CHDF Board of Directors	1
Train CHDF Board and Community Organizations in operations of CHDF	9 Boards
Facilitate Board of Directors to prepare an Action Plan	9 Boards
Reactivate CHDFs which already exist	9 CHDFs
Support CHDFs to establish themselves officially	9 CHDFs
Evaluate the eligibility of CHDFs for receiving Seed Funding	9 CHDFs

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 and suffer the effects of waterlogging on a daily basis. Due to the effects of climate change 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.

NUPRP has been without an Infrastructure Coordinator since late 2017, largely because of the freeze on recruitment due to the DPP not being approved. Soon after the DPP's approval however (25th November) NUPRP welcomed Md. Humayun Kabir as the Output 5 Coordinator. At the end of the reporting period (March '19) the Programme had identified 5 Infrastructure Experts (for 5 of the 7 Category A towns/ cities). These are expected to join in April 2019. The recruitment of Experts for the remaining Category A towns/ cities as well as Category B and C cities will be completed during the second quarter of 2019.

The focus of the reporting period has been on completing guidelines; preparing SIF community contracts and training community organisation leadership and masons. Guidelines include the SIF implementation guidelines, Mason training guidelines & O&M guidelines. A total of 758 community contracts were prepared and approved in 3 towns/ cities (Khulna, Chandpur and Mymensingh). Training for the CDC/Cluster leaders on SIF selection & verification, proposal development & contract development was completed in the three towns/ cities. Mason training was also initiated at the end of the reporting period.

6.1. Highlights for the period October 2018 – March 2019

Community Contracts prepared for 758 interventions (121 CDCs) completed:

During the reporting period 121 community contracts, comprising 758 interventions, were prepared, submitted for approval to their respective Town Project Board (TPB) and NUPRP HQ, and finally approved. The projects will be implemented in the three cities of Chandpur, Khulna, and Mymensingh, they are valued at USD 0.6 million.

Infrastructure design templates drafted for small-scale priority community projects

During the reporting period NUPRP developed designs for each of the 758 SIF projects in Khulna, Mymensingh and Chandpur. These 758 projects fall within one of seven categories of infrastructure: footpath with edging, footpath without edging, open drain, covered drain, twin pit-latrine, community latrine, & tube well.

For all seven categories of project, NUPRP prepared detailed draft designs, drawings and estimations and prepared the Community Contracts. USD 0.2 million was transferred to the accounts of the three cities during the reporting period (40% of the total 121 Community Contracts as 1st installment). Chandpur had already started implementation by the end of the reporting period. As soon as relevant SIF training for the CDCs has been completed, implementation will start in the other two towns/ cities.

Prepared Operation & Maintenance Guideline

NUPRP seeks to bring sustainable changes in the living conditions of the poor, and so providing of sustainable infrastructure is essential. Operation and Maintenance is paramount to ensure that sustainable systems are in place to support the regular maintenance and upkeep of infrastructure beyond the life of the programme. To encourage the sustainability of SIF hardware such as water and sanitation points, NUPRP prepared a comprehensive operation and maintenance guideline during the reporting period. The guideline covers issues such as the role and composition of the O&M Committee, record keeping, monitoring etc.

Climate Change Vulnerability Assessment (CCVA) Reports Completed in Mymensingh and Chittagong
The objective of the CCVA is to increase understanding, at the city-level, about which areas and
populations in each city are most vulnerable to climate change; this will help to indicate what countermeasures are feasible and where they should be targeted. A CCVA methodology was developed and
piloted in Chandpur during a previous reporting period. The methodology builds on the knowledge of
poor settlements generated from the City Context Workshop (Output 1), 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.

Having piloted the CCVA methodology in Chandpur, the methodology was implemented in Mymensingh and Chittagong during the current reporting period. 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 for each city. Attempts were made to conduct CCVA in Barisal, but due to the lack of cooperation from city officials, the briefing and validation workshop with the stakeholders could not be completed. Further progress in Barisal has been postponed until the situation improves.

Infrastructure Assessment completed for Mymensingh and Chittagong and draft report prepared
The partner institution Asia Disaster Preparedness Committee (ADPC) is in the process of conducting
both 10 Climate Change Vulnerability Assessments and 10 Infrastructure Assessments during this period.
These two assessments provide an analysis as to which areas of the city (where the poor live) are most
vulnerable to climate hazards and how, and what specific infrastructure recommendations can be
derived to orient investment in new climate resilient and pro-poor infrastructure.

6.2. Progress towards LF targets

The following table presents progress towards NUPRP's September 2019 milestones. It should be noted that these milestones are currently under review as part of a logframe/ workplan review process due to be completed by end of May.

September 2018 LF milestone	Progress	Remark
Indicator 5.1: Number of people with sustainable access to 1) clean drinking water, and 2) sanitation sources	0 people with sustainable access. 121 SIF community contracts in 3 cities were awarded during the reporting	LF milestones are currently under review and will be submitted by end

Milestone: 175,500 (water); 265,500 (sanitation)	period and work commenced in Chandpur. Work will commence in the next quarters in the remaining 2 cities after the completion of the relevant training.	May 2019.
Indicator 5.2: Number of Climate Change Vulnerability Assessments (CCVAs) completed (IFC KPI 15, Innovation) Milestone: 27	Within this reporting period, The CCVA & Infrastructure assessment was completed for Mymensingh & Chittagong.	LF milestones are currently under review and will be submitted by end May 2019.
Indicator 5.3: Number of people supported to cope with the effects of climate change through SIF and CRMIF (ICF KPI 1) Milestone: 731,250	0 people supported. 121 SIF community contracts in 3 cities were awarded during the reporting period and work commenced in Chandpur.	LF milestones are currently under review and will be submitted by end May 2019.
	Work will commence in the next quarters in the remaining 2 cities after the completion of the relevant training.	
	CRMIF strategy development currently underway	

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

Indicator	Achieved up to September 2018	Achieved between Oct 18-March 2019	Cumulative achievement (as at March 2019)
CCVA methodology piloted	1	0	1
Number of CCVA reports completed	2	2	4
Number of infrastructure assessments completed with the CCVA	0	2	2
Number of city-level stakeholder consultation and information sharing workshops related to CCVA completed (Chandpur and Narayanganj)	2	2	4
Number of training guidelines completed for CDCs (Mason's (Technical) Training Guideline, O&M	2	1	3

Indicator	Achieved up to September 2018	Achieved between Oct 18-March 2019	Cumulative achievement (as at March 2019)
guidelines, SIF implementation guidelines)			
121 SIF Contracts prepared, approved and implementation initiated	0	121	121
Number of infrastructure design templates drafted	0	7	7
Number of draft monitoring formats for the hardware implementation developed	0	4	4

6.3. Constraints during the period

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

Constraints	Impact on delivery	Actions taken
	(High, Medium, Low)	
The absence of NUPRP technical staff (Infrastructure Coordinator, City Experts, Community Organiser's/ Facilitators) resulted in	High	Recruitment process completed for 05 I&H Experts under 05 Cities. They will be on board by the end of April-19. For Cat C Cities, the recruitment notice for I & H experts already floated and by couple of months, the rest 08 Cities I&H Experts will be on board. By this
slower then desired results.		Infrastructure Coordinator is on board as well.

6.4. Planned activities and key targets for the period April-September 2019

The following table presents the key activities for the next reporting period (April– September 2019):

Planned Activities for April – September 2019	Key target
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	30 batches
Train the CDCs on SIF Infrastructure construction	96 batches

Planned Activities for April – September 2019	Key target
Train Mason on SIF infrastructure construction	24 Batches
Number of CDCs facilitated to develop their SIF proposals for 2019	721 CDCs
Number of SIF projects completed for 2018	121 Sif Contracts
Strategy and implementation guideline developed for Climate Resilience Municipal Infrastructure Fund (CRMIF)	Strategy and guideline
Number of towns/ cities in which SIF projects identified	12 cities
Number of Town/Cities in which CRMIF projects are identified	4 Coastal Cities (Khulna, Chittagong, Patuakhali & Chandpur tentatively)

7. Research, Evaluation and Learning Unit (RELU)

The primary focus of RELU during the period September to March 2019 related to impact evaluation, staffing, and support to SEF beneficiary identification (in support of Output 3).

With the approval of NUPRP's DPP in August 2018, NUPRP could proceed with contracting the consortium comprising Human Development Research Council (HDRC) and the University of Rotterdam, to start work on NUPRP's impact evaluation.

The Unit provided significant support to Output 3 in terms of identifying SEF grantees. The starting point for this was primary group member registration, conducted during preceding reporting periods.

Work on the development of NUPRP's comprehensive online management information system continued during the reporting period. The system comprises many different modules e.g. reporting formats from the towns, beneficiary datasets etc. The system was essentially finalized during the reporting period with fine-tuning, as the system is used at scale, now remaining.

In terms of staffing, four Regional M&E Officers (one per 3 towns/ cities) and a MIS Officer were recruited.

7.1. Highlights for the period October - March 2019

Impact Assessment

After the DPP was signed, UNDP contracted a consortium comprising the Human Development Research Council (HDRC) and the University of Rotterdam (International Institute of Social Studies) to initiate the process of NUPRP's impact evaluation. There are four phases to the contract: methodology design, baselines, follow-up surveys and endline.

During the reporting period, good progress was made with phase 1, the methodology design. The Impact Assessment Committee was also established and met on two occasions (dates)

The methodology was approved by the Steering Committee and submitted to DFID HQ in London (Evaluation and Quality Assurance Services). The response was positive: "Most evaluation requirements are comprehensively covered and show an excellent approach."

The first of two baselines is scheduled for April 2019.

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.

The system comprises multiple modules from document management, to beneficiary datasets to reporting formats.

Information about Primary Group (PG) members is collected during PG member registration (see below). The PG member registration data is stored in the MIS and 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 socioeconomic 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. The maintenance contract ends in March 2020.

Primary Group Member Registration

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 had been registered across 8 first-phase cities. This ranges from Just over 5,000 in Kushtia to 50,000 in Khulna.

NUPRP distributed +/- 30,000 grants during the reporting period. PG member registration was key to helping their allocation. Long lists of eligible grantees were generated by HQ (based on the selection criteria). The community then took these long lists and created short lists.

During the next reporting period (April-September) it is expected than an additional 100,000 PG members will be registered. These will be from newly-formed primary groups as well as new PG members in groups that have previously been formed and registered.

Staffing/ Training Materials

Since the end of the last reporting period, four Regional M&E Officers joined the programme in Chattogram, Sylhet, Dhaka North, Khulna. They will provide M&E support to these cities as well as neighboring cities.

Logical Framework

There were no changes to the logframe during the reporting period. However, NUPRP underwent an annual review during November/ December 2018. A key recommendation is for the programme to review what it can/ cannot do during the remaining three years of the programme.

This exercise will take place during the first months of quarter two and will culminate in an updated logframe, with realistic targets through to the end of the programme. The deadline for submission is end May 2019.

7.2. 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
N.A.		

7.3. Planned activities and key targets for the period April – September 2019

The following table presents the key activities for the next reporting period (April– September 2019):

Planned Activities for April – September 2019	Key target
Impact assessment (first) baseline conducted	1
100,000 additional primary group members registered	100,000
S&C reporting established (the first report will act as the first baseline)	1 consolidated baseline
CDC assessment (support to Output 2 Coordinator)	1 combined CDC assessment report
	(follow-up in existing towns/ cities and baseline in new towns/ cities)
Federation assessment (support to Output 2	1 combined Federation assessment report
Coordinator)	(follow-up in existing towns/ cities and baseline in new towns/ cities)
Assessment of Standing Committees (support to Output 1 Coordinator)	1 combined assessment of Standing Committees report
	(follow-up in existing towns/ cities and baseline in new towns/ cities)

8. Operations

8.1. Highlights for the period October 2018 – March 2019

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

HR

Finance and Admin Expert: Eight F&A have joined during the reporting period. (7th Oct 5 staff joined, 14th October 1 staff joined, and 1st November 2 staff joined)

Governance & Mobilization expert: 10 G&M expert have joined during the reporting period (7th October 3 staff joined, 14th October 2 staff joined, 21 October 4 staff joined and 3rd March 1staff joined)

Housing and Infrastructure Expert: Four Housing and Infrastructure Experts joined on 14 October 2018

One Housing and Infrastructure Coordinator has joined on 25th November, 2018
One MIS Officer has joined on 10th December, 2018

One Nutrition Coordinator has joined o 21st October, 2018

Regional M&E Expert: Four Regional M&E Expert have joined during the reporting period (One person has joined on 14 October, two persons on 1st November, One person has joined on 8th November.

Socio Economic and Nutrition Expert: Seven staff joined on 7th October, two staff joined on 14th October and one staff joined on 2nd January 2019.

Town Manager: One Town Manager has joined on 14th October, 2018.

Total 41 staff have joined during this reporting period.

Another round interview for B and C categories of towns took place and the updates are given below:

Finance & Admin Officer interview completed. Offer letter issued for six candidates on 7th April for B & C categories of towns.

Housing and Infrastructure Expert: we have issued offer letter to five candidates on 7th April. Another round interview has initiated and written test completed for C category towns.

Socio Economic and Nutrition Expert: We issued offer letter to five Socio Economic and Nutrition Expert from roster. Three of them have already joined. We initiated another round of interview for C category towns and written test completed for the short listed candidates.

Town Manager: We have selected 6 Town Managers for B&C category towns.

Housing Finance Coordinator: The recruitment process of Housing Finance Coordinator has completed. The selected candidate will be joining end of April.

Housing Coordinator: We have initiated the interview process of Housing Coordinator. Written test already completed for this position.

Savings & Credit Program coordinator: We have initiated the interview process of Housing Coordinator. Short list completed for the potential candidates.

NUPRP has completed the recruitment of 248 Community Facilitators & Socio Economic & Nutrition Facilitator for Seven towns (Sylhet, Mymensingh, Khulna, Chandpur, Kushtia, Patuakhali and Faridpur)

Procurement

Amendment Procurement contract issued to Field Information Solutions Ltd. for 3rd phase of the online database development for training, server and software stack maintenance & general user support / troubleshooting for 1 year.

Contract issued to IPE Global for Institutional and Financial Capacity Assessment for 11cities. The contract value is \$314550

Contract issued to NDBAS for conducting poor settlement mapping for four cities. The contract value is \$37622

We have given contract to an Individual Consultant for developing strategy for Community Housing Development Fund. The contract value is \$33405

We have hired Individual Consultant for developing training module. The contract value is \$30,000

We have Procured 22 Motorbike for our 7 town's staff. The contract value is \$27275

We have selected a vendor for Printing of savings and credit registers. The contract value is \$39548

We have procured ICT equipment (Scanner & projector) for A & B Categories staff. The contract value is \$11300

MAU

1. Developed and disseminated tools for anti-fraud awareness raising and compliance:

- Anti-Corruption Declaration Form for newly recruited CFs and disseminated to towns/cities
- Lists of Misconduct for CFs and disseminated to towns/cities
- Anti-corruption clauses in all SIF and SEF community Contract and in all MoU of Skill Training Providers
- Internal Control Checklist on SIF Contract Financial Management and CF recruitment
- Anti-Corruption Leaflet and disseminated to the Towns/Cities for distribution
- Potential Red Flags in SIF Financial Management and Sub-standard Goods and Services

2. Conducted Audit and Oversight Works

- Internal Audit in Project Head Quarter and Chandpur Paurashava
- Reviewing Beneficiaries' Rocket Accounts from distance mode (on-going)
- Verification during Shortlisting-NCC;

3. Anti-Corruption ToT and Training to Community Leaders and others (Cross cutting):

- Developed Bangla Version SIF and SF Facilitation Note on Anti-Corruption
 Training and disseminated to 7 cities/towns;
- Provided Anti-Corruption ToT to Town Experts (cross cutting)

4. Developed Tools for establishing Fraud Reporting Hotline (with RELU)

- Corruption Reporting Questionnaire
- Allegation Reporting Register

5. Developed tools for the formation of Town-wide Corruption Response Committee

• Terms of Reference

Case Management Flow Chart;

8.2. 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
There have been challenges in getting the required number of qualified staff in one recruitment round, particularly in the technical positions	Medium	 We started the re-advertisement immediately. We tried to reach wider professional group by circulating the advertisement
Difficulties in getting appropriate vendors	Low	 We cancelled the procurement process and re-opened the bid.
Delay in LoA signing	Medium	 Communicated with Mayor and other city officials in advance Established good relationship with city officials so that we can start the work immediately
Currently there is one staff in MAU, thus planned activities delayed sometimes.		 One Internal Audit officer will join 1st week of May, 2019. Provide TOT to Town Experts on Anti-Fraud and Corruption issues so that they can facilitate training to the

CDC/Cluster leaders, CFs and COs;
- Each town/city will conduct Self-
Assessment periodically on the
compliance framework of LIUPC,
where upon MAU will provide
technical support to develop tools
and capacity
- MAU will provide Technical support to
selected town team so that they can
respond to low profile allegation of
corruption by themselves
-

8.3. Planned activities and key targets for the period April – September 2019

Key activities for the next reporting period (April – September 2019) include:

HR	 Complete the recruitment process for C category towns Complete the recruitment for 290 Community Facilitators and Socio Economic & Nutrition Facilitator for three towns Complete the recruitment for Community Organizer for A, B & C Categories of Towns.
Procurement	 Complete the procurement process for selecting a firm to Conduct participatory Mahalla and Resources Mapping Complete the procurement process for selecting a firm to Conduct participatory Urban Poor Settlement Mapping Complete the procurement process for selecting an Individual consultant for Assessing Institutional and Financial Capacity (IFCA) of the local government - by Consultant Complete the procurement process for selecting an Individual consultant for Developing training materials for conducting training for the municipal staffs, coordination and standing committee members Complete the procurement process for selecting a company for Printing and distributing Savings & Credit passbooks and registers for PGs and CDCs & Clusters Complete the procurement process for selecting a company for Printing of different types of Nutrition SBCC Materials Complete the procurement process for selecting a company/firm for Supplying furniture, office equipment
MAU	 Provide ToT to NUPRP staff on anti-fraud and Social Auditing; Conduct anti-fraud training for the CDC and Cluster leaders, CFs and COs; Orientation Workshop to government counterpart and local representatives; Conduct Internal Audits and compliance follow-up visit in towns/cities

•	Spot check/verification in Beneficiary and Site Selection Process
•	Respond to allegation of corruption, as and when it arises

Annex 1: NUPRP Risk Register (updated 15th April 2019)

Risk category	Risk description	Risk owner	Initial Likeliho od	Initial Impact	Gross risk rating	Mitigation	Residual Likeliho od	Residual Impact	Residual risk rating	Chang e
Reputation al risk	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 = Modera te	All UNDP staff are obliged to complete a mandatory courses including related to the prevention of sexual exploitation and the abuse of power. Any allegation of sexual exploitation and abuse reported to UNDP is assessed and may be investigated by the independent Office of Audit and Investigation Once implementation starts RELU will establish a beneficiary feedback and verification system Mutual Accountability Unit will establish a hotline for beneficiaries to report grievances	2 = Unlikely	3 = Moderate	1 - 6 = Minor	-6

Risk category	Risk description	Risk owner	Initial Likeliho od	Initial Impact	Gross risk rating	Mitigation	Residual Likeliho od	Residual Impact	Residual risk rating	Chang e
Operation al risk	Governance structures are not fulfilling their terms of reference (PIC, TPB, TSC) impacting on delivery of the programme	TM	2 = Unlikely	3 = Modera te	1 - 6 = Minor	Better elaboration of TOR Monitoring and support from NUPRP Follow the process	1 = Rare	2 = Minor	1 - 6 = Minor	-4
Fiduciary risk	Political pressure for selecting beneficiaries may lead to inclusion and exclusion error (SIF and SEF)	NPD	3 = Possible	3 = Modera te	7 - 12 = Modera te	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 = Unlikely	2 = Minor	1 - 6 = Minor	-5
Operation	Lack of	TM	2 =	2 =	1 - 6 =	Regular coordination	1 = Rare	2 = Minor	1 - 6 =	-2

Risk category	Risk description	Risk owner	Initial Likeliho od	Initial Impact	Gross risk rating	Mitigation	Residual Likeliho od	Residual Impact	Residual risk rating	Chang e
al risk	coordination between Community and Local Government can lead to delays and confusion		Unlikely	Minor	Minor	meetings of Counsellors and clusters Raise awareness of roles of PIC and COs Regular meetings btw Federation and TPB Ensure functioning TLCC			Minor	
Reputation al risk	Corruption and misuse of funds can jeopardize the Program's reputation	IPM	3 = Possible	4 = Major	7 - 12 = Modera te	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 = Unlikely	3 = Moderate	1 - 6 = Minor	-6
External	Upcoming	IPM	4 =	3 =	7 - 12 =	Adjust work plans	2 =	1 =	1 - 6 =	-9

Risk category	Risk description	Risk owner	Initial Likeliho od	Initial Impact	Gross risk rating	Mitigation	Residual Likeliho od	Residual Impact	Residual risk rating	Chang e
risk	National Elections, can lead to delays in implementatio n of Program activities		Likely	Modera te	Modera te	accordingly, lower profile where necessary Stay informed of elections timing	Unlikely	Insignifica nt	Minor	
Delivery risk	If recruitment of CO and CF is late it can delay targets	UNDP Country Office	4 = Likely	4 = Major	13 - 16 = Major	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	4 = Likely	3 = Moderate	7 - 12 = Modera te	-4
Delivery risk	If quality standards are	IPM	2 = Unlikely	2 = Minor	1 - 6 = Minor	Orientation of community Sample monitoring and verification processes	2 = Unlikely	1 = Insignifica	1 - 6 = Minor	-1

Risk category	Risk description	Risk owner	Initial Likeliho od	Initial Impact	Gross risk rating	Mitigation	Residual Likeliho od	Residual Impact	Residual risk rating	Chang e
	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		
Delivery risk	If Assessments are not completed on time, and with quality, it can delay activities and achievement of targets	IPM	2 = Unlikely	2 = Minor	1 - 6 = Minor	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 = Rare	1 = Insignifica nt	1 - 6 = Minor	-2
Delivery risk	Conflict between the Town Federation/CH	TM	3 = Possible	4 = Major	7 - 12 = Modera te	Resolve conflicts by bringing parties together Provide clear ToRs and	2 = Unlikely	2 = Minor	1 - 6 = Minor	-8

Risk category	Risk description	Risk owner	Initial Likeliho od	Initial Impact	Gross risk rating	Mitigation	Residual Likeliho od	Residual Impact	Residual risk rating	Chang e
	DF versus mayor/ruling/ opposition parties can create delays and implementatio n issues					orientation for stakeholders Train stakeholders in conflict resolution techniques Orient Counselors about NUPRP process				
Reputation al risk	Overlap of similar activities with other development organizations (e.g. World Bank, JICA, and BRAC) causes duplication, confusion and problems	IPM	3 = Possible	3 = Modera te	7 - 12 = Modera te	Push Mayors to lead coordination efforts Provide donor efforts analysis to Local Government Provide advisory role to Local Gov. Advocacy and coordination at Dhakalevel	1 = Rare	2 = Minor	1 - 6 = Minor	-7
Operation al risk	The NPD does not play a supportive role to project	IPM	3 = Possible	3 = Modera te	7 - 12 = Modera te	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 Likeliho od	Initial Impact	Gross risk rating	Mitigation	Residual Likeliho od	Residual Impact	Residual risk rating	Chang e
	delivery					relationship.				
Reputation al risk	Relationships with local government are negatively impacted because of implementatio n delays	IPM	2 = Unlikely	2 = Minor	1 - 6 = Minor	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 = Unlikely	1 = Insignifica nt	1 - 6 = Minor	-2
External context	There is a deterioration in the security situation	UNDP Countr y Office	3 = Possible	4 = Major	7 - 12 = Modera te	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 = Possible	3 = Moderate	7 - 12 = Modera te	-3
Delivery risk	Resource allocation to climate change resilience funding	IPM	4 = Likely	4 = Major	13 - 16 = Major	The focus will be on strategic infrastructure within, or serving lowincome communities and therefore are oriented away from	3 = Possible	3 = Moderate	7 - 12 = Modera te	-7

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

Risk category	Risk description	Risk owner	Initial Likeliho od	Initial Impact	Gross risk rating	Mitigation	Residual Likeliho od	Residual Impact	Residual risk rating	Chang e
						conducted. Land Tenure Action Plans will provide detailed and pragmatic foundation to agree with viable options.				
Delivery	Slow growth in LGI revenues and/or LGIs fail to allocate funds to propoor/poverty reduction activities	NPD	4 = Likely	4 = Major	13 - 16 = Major	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. Support will be provided for systems strengthening. Evidence from UGIIP-1 and 2 and from successive diagnostic and scoping studies clearly indicate there is considerable scope to enhance own-source revenue. A mechanism for sustaining the targeting of funds to	3 = Possible	4 = Major	7 - 12 = Modera te	-4

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

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

Risk category	Risk description	Risk owner	Initial Likeliho od	Initial Impact	Gross risk rating	Mitigation	Residual Likeliho od	Residual Impact	Residual risk rating	Chang e
			ou		raung	Spot check by MAU and Town Team will occur. Regular monitoring by field staff (community organizer and technical expert) to verify appropriate beneficiaries are selected according to the guidelines.	ou		Tatting	
						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. Federation will oversee the activities of the CDC Cluster, while CDC Cluster will oversee the activities of CDC.				

Risk category	Risk description	Risk owner	Initial Likeliho od	Initial Impact	Gross risk rating	Mitigation	Residual Likeliho od	Residual Impact	Residual risk rating	Chang e
						At LGI Level: 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. Bank transactions are authorized jointly by Member Secretary and the Mayor to ensure sound internal control system. MAU provides compliance monitoring through frequent field visits and periodic audit. Financial Reporting system / Town Project Board/Project Implementation Committee to review and approve periodically.				

Risk category	Risk description	Risk owner	Initial Likeliho od	Initial Impact	Gross risk rating	Mitigation	Residual Likeliho od	Residual Impact	Residual risk rating	Chang e
						At NPD Office through NIM Modality: 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. Bank transactions are authorized jointly by National Programme Director and Programme Manager to ensure sound internal control system. Spot check by UNDP				
						Country Office Team (Cluster, Finance and Senior Management). Financial Reporting				

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

Risk category	Risk description	Risk owner	Initial Likeliho od	Initial Impact	Gross risk rating	Mitigation	Residual Likeliho od	Residual Impact	Residual risk rating	Chang e
						approach will ensure that know-how is readily available and will encourage momentum at city corporations/Pourasha vas.				
External Context	Lack of coordination, or important differences within/ between LGD, other Ministries and LGIs	NPD	4 = Likely	4 = Major	13 - 16 = Major	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. Programme will support leadership and coordination within Municipalities as a fundamental part of the approach. The principles of decentralization and ownership at the local level are embedded in the design of local	3 = Possible	4 = Major	7 - 12 = Modera te	-4

Risk category	Risk description	Risk owner	Initial Likeliho od	Initial Impact	Gross risk rating	Mitigation	Residual Likeliho od	Residual Impact	Residual risk rating	Chang e
						level implementation. The Bangladesh Urban Forum (BUF) Inter- Ministerial Committee will further support a collaborative approach to urban sector workings.				
External Context	Political instability and/ or a deterioration in the political environment constrains both the ability of NUPRP to influence national urban policy and operationally the implementati on of the programme at city/town	NPD	4 = Likely	4 = Major	13 - 16 = Major	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 = Possible	4 = Major	7 - 12 = Modera te	-4

Risk category	Risk description	Risk owner	Initial Likeliho od	Initial Impact	Gross risk rating	Mitigation	Residual Likeliho od	Residual Impact	Residual risk rating	Chang e
	level									

Risk rating	Description	
Misk 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 (October – March 2019)

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

Economy: lowest price inputs of the required quality

For selecting firms/individual consultant Competitive tendering processes followed:

Contract issued to IPE Global in association with PPRC for conducting Institutional and Financial Capacity Assessment for Local Government in 11cities. The contract value is \$314,550

The procurement process for selecting IPE Global firm to conduct the Institutional and Financial Capacity Assessment was completed through an open, competitive process where the lowest price offer was the one that was selected. The result of this competitive process was the savings of approximately 49% as the second bidder (BIGID) quoted \$ 625,289.

We have Procured 22 Motorbike for our 7 town's staff. The contract value is \$27,275. We have selected the company to supply the motorbike through an open competitive process. The company offered a very competitive price and ensured all specification that is required from the project.

We have procured ICT equipment (Scanner & projector) for A & B Category staff. The contract value is \$11,300. The firm has been selected through an open competitive process. They have ensured the product quality with the required specification at the same time was the lowest cost compared to the other vendors.

NUPRP was hired two Individual Consultant for developing 6 training modules. The total cost of this contract was USD 30361, out of total cost USD 24,290 has budgeted for January to March 2019 and remaining cost was last quarter of previous year. The average cost of each training modules is only USD 5,060 which is comparatively reasonable in the current market competition. This cost saving was due to:

- NUPRP followed competitive hiring process as per UNDP standard process.
- NUPRP negotiated very hard

UNDP strictly followed it IC procurement rules

NUPRP has completed selection process to supply Savings & Credit registers from potentials vendors. The lowest bidder offered USD 83,143 for 466,631 units, the average cost of per unit is only USD 0.18 which equivalent BDT 14.78 only. This savings & Credit register is one of the key inputs support for capacity building of Community Organisations. This cost saving was due to:

- UNDP followed competitive e-tendering process to select potential vendor
- NUPRP negotiated very hard with vendors in pre-bid meeting

UNDP followed standard e-procurement process and rules

Urban Poor Settlements Mapping (UPSM)

For Urban Poor Settlements Mapping (UPSM) the organization called "Nagar Daridro Basteebashir Unnayan Sangstha (NDBUS)" has been awarded the Contract to carry out the mapping exercise in four cities (Dhaka North, Faridpur, Kushtia and Patuakhali) after following a rigorous competitive procurement process. The contract value of NDBAS was \$37623 whereas, the 2nd bidder (PMID) quoted \$76837. We awarded the contract almost 51% less cost.

NDBUS carried out the same exercise for 6 cities in 2017 successfully which indicates their enhanced ability and through understanding about the process and in the bidding process the quality of proposals and the mobilization of strong key professionals outweighed other vendors participated in the process. Moreover, the cost was also the lowest among the vendors. Thus, the Value for Money (VfM) for urban poor settlements mapping activity has been ensured.

Efficiency: inputs produce outputs of required quality for lowest cost

Digitization of data and use of ICT

NUPRP has introduced ICT into several 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 digitalization of the PG Member Registration data collection process is one example,

together with monthly programme reporting, and Savings and Credit reporting.

Community Housing Development Fund Strategy Development

Output 4 is lagging behind in achieving its program goals and objectives. An Individual consultant was hired to facilitate the development of a Community Housing Development Fund (CHDF) implementation strategy and work plan for NUPRP. Mr Jayaratne has significant experience in Bangladesh and was UPPR's Land Tenure and Housing Advisor. As part of the strategy development process, the consultant facilitated a workshop. the objective was to understand the status of existing CHDFs, their challenges and to better understand what they can do and what they are doing. Another workshop, including the Boards of Directors and Federation leaders from five CHDFs, will take place in April 2019, in order to develop the strategy and implementation plan together with current CHDF leaders. This final CHDF implementation strategy and work plan is expected to be deliver in April/May 2019.

Impact Evaluation Methodology

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.

Institutional and Financial Capacity Assessment (IFCA) for LGI

For Institutional and Financial Capacity Assessment (IFCA) of the local government of 11 cities/towns a consultancy firm named "IPE Global" in association with "PPRC" has been contracted through a rigorous procurement process. IPE Global is an international organization based in India and PPRC is one of the most renowned research institutions in Bangladesh having significant experience in urban poverty portfolio.

The combined organizational capacity and the most efficient manpower of the consultancy firm demonstrated the very high-level capacity and outweighed all other vendors who participated in the IFCA bidding. Now the team are efficiently working to assess the local governments' capacity for dealing with urban poverty and to produce quality IFCA reports based on which LIUPCP will undertake further actions in developing the LGI capacity building plan, local tax revenue strategy etc.

PG Member Registration/Amendment Field buzz contract

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. We have amended Fieldbuzz contract for training, server and software maintenance & general user support / troubleshooting for another year.

Engaging Consultant for developing Training Modules

Rather than engaging NUPRP staff in developing the training modules, the project hired two consultants who are specialized and experienced in this field. It had saved significant time of individual staff who could then concentrate other important areas of the project.

Assigned Motor bike to the field staff

We have assigned motorcycle to the Town Staff to visit the field on a regular basis. As our working areas are widely spread, it takes time to travel from one place to another. Now they are using motorbikes to visit different CDCs that reduced the time and travel cost significantly.

Training modules and guidelines translated into Bengali using internal resources.

NUPRP has translated total 12 training modules & Guidelines which has developed for capacity building of Community Organizations (CDCs, Clusters & Federation) by using internal resources. Project frontline staff and experts are the main user of this modules & guidelines. Internal staff knows actual sense and theme of the original modules. They did it without hampering their routine activities, mostly used their leisure time to accomplish it. This is a great efficiency of the project to ensure quality of the product by using internal resources. Note that external experts don't reflect the actual theme and sense of the original modules sometimes..

Annex 3: Financial Progress Report (October – March 2019)

Financial Overview

NUPRP has spent \$ 8.8 M for the period of March 2016 -March 2019 against the budget/fund received of \$ 11.2 M which is 79% of total budget/fund received. The expenditure for October 2018-March 2019 is \$ 5 M and summary is given below:

Category	Oct 2018- Mar 2019 Expenditure (\$)
Infrastructure Grants	237 K
Socio-Economic Grants	2.7 M
Capacity building activities	155 K
Individual Consultants	36 K
Subcontract/Partnerships	145 K
Nutrition Awareness	-
Research, Evaluation & Learning	101 K
Personnel Cost	959 K
General Management Service	371 K
Total	5 M

