

First AWP-2016 and

## Project Document Checklist for Clearance

(RRMC, UNDP Bangladesh)

**SHORT TITLE:** Inception Phase- National Urban Poverty Reduction Programme (IP-NUPRP)

**(I) SUBMITTING UNIT/Official:** Ashekur Rahman

I have checked, and hereby certify the following:

1. Standard template has been used in the preparation of the project document.
2. Adequate budgetary provision are available.
3. Funding source has been agreed by the senior management.
4. Terms and condition are in line with UNDP policies.
5. The objective of this project document is clearly defined and shared with the implementing partners.
6. LPAC meeting minutes are attached.
7. Desk review of a Project Document been completed.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**(II) CLUSTER HEAD:** Mr. Palash Kanti Das, Assistant Country Director, Poverty Reduction Cluster

I have reviewed and hereby recommend approval of this Project Incitation Document/AWP/Budget revision

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**(III) RESULT AND RESOURCE MANAGEMENT CLUSTER (RRMC):**

CLEARANCE FROM DESK OFFICER	CLEARANCE FROM ACD
<input checked="" type="checkbox"/> I have verified the attached submission and confirm that this PID/AWP/budget revision is in accordance with existing rules.  <input type="checkbox"/> Justification for return RRF is not included.	Recommendation for approval   
Signature: _____ Date: 12/04/2016	Signature: _____ Date: 12.04.2016

Recommended/Approved by DCD

Approved by CD

**Note:** Please return Approved Budget Revision to RRMC who retains original and forwards copy to Programme Manager concern for his/her file and submission to national and, if applicable, UN agencies.



Empowered lives.  
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## United Nations Development Programme

Country: Bangladesh

## Initiation Plan

Project Title: Inception Phase- National Urban Poverty Reduction Programme (IP-NUPRP)

Expected UNDAF/CP Outcome(s): UNDAF Pillar-6.1- By 2016, at least three million urban poor have improved living conditions and livelihoods to realize their basic rights

Initiation Plan Start Date: 01 April 2016

Initiation Plan End Date: 30 October 2016 (7 Months)

Implementing Partner: UNDP

## Brief Description

The aim of the Initiation Plan (IP) is to manage the 8 month long inception phase as foundation building for the Phase-1 of the National Urban Poverty Reduction Programme (NUPRP) and subsequent Phase-2. DFID and UNDP have agreed to begin the NUPRP with an Inception phase that will set the foundations of successful implementation of the NUPRP. The inception phase will invest on setting up a solid and robust system in place for both programme implementation and M&E. Particular attention will be given to crafting strategies for output components and setting up different level of governance mechanism, including outreach and partnership building strategies.

NUPRP will initially focus on 12 to 15 cities/towns. Detailed strategies, methodology and implementation guidelines will be developed for the 5 key Outputs based on the inputs from background studies, lessons learned documentation and contemporary best practices in other parts of the world. A team of consultants will lead the process of developing comprehensive strategy and implementation guidelines for each 5 'Outputs'. Each Output contains multiple and varying themes, therefore, strategies for the Outputs will require consultants with varying specializations. The consultants will assess the requirements, challenges and targets of each output. Henceforth, working together, a comprehensive strategy will be created that incorporates the varying themes within each Output.

Moreover, the development of the Output background, methodology, data selection, indicators and guidelines, will ensure that the two principal cross cutting themes of climate change resilience and the empowerment of women are properly mainstreamed. Climate change resilience capacity and responses guidelines will include planning, management and implementation (of land use planning, municipal and community-level infrastructure provision and housing improvement) and measures to support these activities at the city / town and community level. The final Output strategy and guidelines will be developed in close consultation with DFID and LGD and will meet the requirements presented in the Business Case. Lastly, these activities will be informed by learning and good practices in urban development from UPPR.

Programme Period: April – October 2016	Total Resources Required: <b>US\$ 1,500,660</b> ✓
Key Result Area: UNDAF Pillar-6 (2012-16)	Total Allocated Resources:
Atlas Award ID:	• TRAC:
Start Date: 01 April 2016	• Other:
End Date: 30 October 2016	○ DFID: 1,500,660 ✓
PAC Meeting Date:	○ Government:
Management Arrangements: DIM	Unfunded Budget:
	In-kind Contributions:

Agreed by (UNDP):  Date: \_\_\_\_\_

at

## I. SITUATION ANALYSIS

Rapid, unplanned and low resilience urbanization are the key characteristics of the urbanization process in Bangladesh. Additionally, there is inadequate infrastructure and service provision, increasing land prices, weak urban governance and accountability<sup>1</sup>. Furthermore, urban climate risks and vulnerabilities are increasing across the world in cities of all sizes<sup>2</sup> with consequences which include those for service delivery, health and jobs<sup>3</sup>. Dhaka is growing at an estimated 2.9% per year<sup>4</sup> and the urban population is projected to double in the next 40 years<sup>5</sup>. This has been driven primarily by economic growth, with cities now accounting for more than 50% of Gross Domestic Product (GDP). This has coincided with a decline in work in the agricultural sector, leading to the movement of surplus labour from rural to urban areas<sup>6</sup>, further exacerbated by climate-related shocks and stresses.

As Bangladesh urbanizes, the strain on urban centres will continue to grow with the poor most affected. Dhaka and Chittagong will remain the big centres of urban growth, but more than half the growth in the urban population is projected to take place in medium and small sized cities<sup>7</sup>. The numbers of people moving to urban centres, some driven by climate related shocks, some looking for seasonal employment, will put increasing stress on already straining urban infrastructure. In addition to increasing urban populations, the number of poor people in urban centres is projected to increase as a share of the overall poor in Bangladesh<sup>8</sup>. Whilst overall poverty rates in Bangladesh have declined (from 35% in 2000 to 21% in 2010)<sup>9</sup>, it is suggested that around 20% of the urban population (9.7 million) are poor and 7% (3.2 million) extremely poor.

Though urban poverty has declined rapidly in Bangladesh over the past twenty years or so, there is increasing evidence that urban poverty and vulnerability can be every bit as deep and severe as its rural counterpart. Informal settlements and slums are invariably on marginal and vulnerable land, exposed to environmental hazards like flooding and waterlogging. Such settlements are seldom recognised formally by government. Security of tenure - and the incentive to invest that follows - is very limited. Slums are often controlled by powerful private landlords and their henchmen (*maastan*), who control rents and influence many other aspects of life.

Economic growth and jobs in the urban areas have been - and *could* continue to be - key drivers for poverty reduction for Bangladesh. Labour shortages in growing urban areas have been matched by an over-supply of labour in rural areas, with jobs created and filled in urban Bangladesh by rural-urban migrants.

National and municipal urban governance continues to be weak, which further exacerbates challenges for the poor. Finance and decisions are highly centralised. Institutional co-ordination at national level

<sup>1</sup> ADB (2014) Addressing the Climate Change in Asia, Presentation to BRAC by Bindhu Lohani, Vice President.

<sup>2</sup> Intergovernmental Panel on Climate Change (IPCC) (2014) 5<sup>th</sup> Assessment Report – Working Group 2 – Chapter 8 Urban Areas.

<sup>3</sup> PWC (2013) Climate Change and Disaster Risk Reduction for the Private Sector – Case study for Bangladesh (RMG and Agriculture)

<sup>4</sup> UNU and Alliance Development Works (2014) World Risk Report: The City as a Risk Area

<sup>5</sup> Streatfield, P and Karar, Z (2008) Population Challenges for Bangladesh in the Coming Decades. *Journal of Health, Population and Nutrition* 26(3): 261 – 272.

<sup>6</sup> Helal-uz-Zaman, A K M et al (2010) Urbanization in Bangladesh: Present Status and Policy Implications. *ASA University Review*, Vol 4 (2)

<sup>7</sup> UNDESA (2014) World Urbanization Prospects

<sup>8</sup> World Bank (2012) Bangladesh: Towards Accelerated, Inclusive and Sustainable Growth – Opportunities and Challenges, Washington, World Bank (2 vols)

<sup>9</sup> Bangladesh Household Income and Expenditure Survey 2010, Bangladesh Bureau of Statistics

is limited. This compounds challenges for poor people who are often marginalised and have little influence over processes and decisions that affect their lives<sup>10</sup>. Evidence exists that strong and effective municipal government can improve access to justice, engagement in political processes and improve voice for poorer groups including, women<sup>11</sup>.

Lastly, communities and government face increasing challenges from climate related shocks and stresses. Bangladesh is one of the most vulnerable countries in the world to climate change. Urban centres also experience the challenges and risks associated with climate change. Rural Bangladeshis are already factoring environmental issues into migration decisions, for example responding to seasonal flood events by migrating into urban areas for work<sup>12</sup>. Continued climate change will mean that these factors become increasingly important in determining migration patterns<sup>13</sup>, putting additional strain on resources in urban areas which will themselves see increasing risks from climate change. Whilst Bangladesh has done well with preparing for disasters such as cyclones, urban based risk reduction is not well advanced and the bulk of action on adaptation to climate change has been in rural, not urban areas.

Urban Partnerships for Poverty Reduction Project (UPPR) was the single largest urban poverty reduction programme in Bangladesh during 2008 - August 2015. It supported the improvement of living conditions and livelihoods of more than 3 million poor and extreme poor, especially women and girls in 23 cities (City corporations) and Municipalities. Increased women's empowerment has been considered as one of the most important achievements in UPPR. Women have taken central roles in the establishment, functioning and leading of about 2600 community organizations, managing community based savings and credit programme of a size of USD 29 million to support livelihoods of about 300,000 households. Furthermore, UPPR community groups are now influencing policies at the local government level and have established their offices at LGI building and to influence additional budgetary allocation for poverty reduction.

## II. JUSTIFICATION

UPPR's multi-component integrated approach has been recognized as a good model of urban poverty reduction by the LGIs, GoB, and community and development partners. This motivated GoB to initiate a new urban poverty reduction programme to scale up the model in its effort to fulfil its commitment of reducing poverty to 18% by 2021, to contribute addressing the continuous urban growth and to support achievement of making the country middle income by 2021.

Some of the key lessons from UPPR include:

- **Building the capacity of communities is worth doing in its own right, and not just as a means to an end.** CDCs, clusters and town level federations developed significant capacity to do things on their own. This has encouraged municipalities to draw on the capacity and interest of communities to help develop their approach to tackling urban poverty.
- **Influencing national policy is difficult, but it is possible to build good working relationships at town level.** There is political resistance to decentralisation in Bangladesh. Financing and management decisions are highly centralised - with politicians using patronage in influencing the allocation and use of resources. Institutional co-ordination at national level is also limited

<sup>10</sup> Hossain Zillur Rahman (2011), Urban Bangladesh - Challenges of Transition, PPRC with support from the World Bank and DFID

<sup>11</sup> UPPR annual review of 2013 operations and six monthly (Jan-Jun 2014) progress report

<sup>12</sup> CDKN (2014) Climate Change and Migration – Living on the Go. [www.cdkn.org](http://www.cdkn.org)

<sup>13</sup> Walsham, M (2010) Assessing the Evidence: Environment, Climate Change and Migration in Bangladesh. IOM, Dhaka

- with power mainly held in one central ministry in particular with minimal incentives to work together with other agencies.

- **Secure tenure and access to housing loans are high priorities for the urban poor.** This can be provided without large amounts of external financing. The housing finance through Community Housing Development Fund (CHDF) is financially sustainable and an effective tool to create ownership of the community in maintaining infrastructure.
- **Local infrastructure improves people's lives and should continue to be an element in helping the urban poor in future programmes.** The Settlement Improvement Fund (SIF) has helped improve people's living conditions. Future programmes should include incentives for local governments to shoulder more of the infrastructure cost.
- **Partnerships and linkages (P&L) provide an effective way to sustain the project impact.** The partnerships and linkages element of the programme has been assessed as being at the "cutting edge" of development thinking and practice. The CDC, cluster and federations system makes it much easier for other organisations to access the urban poor.

NUPRP will not be a UPPR-II programme but will take the best experiences/lessons learned of UPPR. NUPRP will focus on moving towards a more city-wide approach, municipal governance and economic development of cities, climate change resilience, social inclusion/issues, such as violence against women, early marriage, land tenure and housing and policy and governance.

NUPRP will build on UPPR's community-driven model, but will widen its reach and activities with the objective of providing a fully integrated approach to urban development. The new programme operates to achieve impact across urban areas by building in sustainability through enhancing capacity of local governments and subsequently undertaking a phased transfer of activities. It operates through three channels: as a vehicle for delivering basic services and better governance to urban communities; as a catalyst to other urban interventions by both Government and development partners to maximize developmental pay-offs; and as an initiator of policy reforms at higher levels, particularly those which address the most problematic areas.

### III. OBJECTIVE

The primary objective of 8 month long Inception Phase will be to set the foundations for the launching of the National Urban Poverty Reduction Programme, particularly the Implementation Period (months 9-32). The objectives of the Inception Phase fall under following 5 key components:

1. Outputs Strategy Development;
2. Monitoring & Evaluation Framework Development;
3. Programmatic Activities;
4. Government Relations and NUPRP Management Set-Up; and
5. Operations Activities.

In order to achieve the overall objective this IP will have five interrelated Outputs targeting urban areas where NUPRP will work.

#### **Output 1: Strengthened municipal and national government capacity to deliver pro-poor, climate sensitive urban development**

This output will primarily focus on municipalities and city corporations. Specifically, support will be provided in the following areas:

- Involving poor men, women and children in urban planning processes;

- Improving municipal financial management;
- Improving town/city leadership on local economic development; and
- Strengthening the poverty and climate resilience focus in planning and development.

NUPRP will actively engage with other NGOs, organizations and Donor Partners in developing the framework for Output 1. Partnerships may be explored with: the Bangladesh Urban Forum (BUF); Municipal Association of Bangladesh (MAB), ADB's Urban Governance and Infrastructure Improvement Programme (UGIIP-3); the WB's Municipal Governance and Services Project (MGSP); the JICA supported City Governance Project (CGP) and Pourashava Governance and Support Project (PGSP); UNDP's Local Governance and Climate and Disaster Cluster; and other World Bank, ADB, JICA, GIZ/KfW and BRAC initiatives.

Key Questions to be answered during the Inception phase:

<b>Output 1 Key Questions/Topics to be Explored</b>
<p><b>Policy and legislation</b></p> <ul style="list-style-type: none"> <li>• Identify and analyse Bangladesh's national and local urban policy, legislation and governance</li> <li>• Identify the existing definition of existing "urban poverty", "slum", and "slum dwellers"</li> <li>• What are the policy gaps in existing legislation/laws of City Corporation and Municipality?<sup>14</sup></li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• What are the urban planning tools and mechanisms?</li> <li>• Do the city strategy and plan include poverty reduction and climate resilience and adaptation?</li> </ul> <p><b>Municipal resources</b></p> <ul style="list-style-type: none"> <li>• What is the urban planning decision-making process and financial mechanisms between central government and LGIs, including the process behind block grants?</li> <li>• Analyse the financial structure and capacity at municipal level Assess the taxation systems in the NUPRP cities</li> <li>• Analyse the land resources at municipal level.</li> <li>• Analyse co-financing options for city development through public, private sectors and citizen contribution/investments.</li> </ul> <p><b>Others</b></p> <ul style="list-style-type: none"> <li>• How can we build pro-poor political commitment and willingness on a city level?</li> </ul>

## **Output 2: Strengthened community organization in informal settlements**

This Output will build upon UPPR's strengths in building community organization, capability and voice of poor people in informal settlements. It is envisioned that a similar approach taken during UPPR

<sup>14</sup> This will be elaborated with the work by Ian Munt, and in particular his report "Targeting Urban Poverty Reduction: Policy and Institutions for Inclusive Urban Governance." Available for download at <http://upprbd.org/projectrpts.aspx>



might inform the framework of this Output but new models, approaches and ideas will be tested and explored during the Inception Phase. Lessons learned from UPPR will assist in the development of processes and steps to mobilize people from informal settlements into levels of social architecture and network. NUPRP, however, will place more emphasis on social inclusion and will align the informal organizations with the formal administrative boundaries and structures of the local governments. In other words, the approach will focus more towards City-wide coverage. Additionally, the process of mobilization will be facilitated more by the local government and experienced community leaders from UPPR towns. This will differ from UPPR as during the project the mobilization was driven primarily by UNDP/UPPR. It is envisioned that NUPRP will develop partnerships with locally engaged Civil Society Organizations, depending on the Town. Furthermore, NUPRP will actively engage with BRAC's urban programme and will explore partnership opportunities with BRAC during the inception period.

Key Questions to be answered during the Inception phase:

<b>Output 2 Key Questions/Topics to be Explored</b>
<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• Identify laws and policies supporting urban poor in realizing their civil and political rights</li> <li>• Identify gender sensitive law and policy.</li> </ul> <p><b>Voice</b></p> <ul style="list-style-type: none"> <li>• What are the power dynamics and level of representation for poor urban groups?</li> <li>• Explore options for effective beneficiary feedback.</li> <li>• Explore social networks needed to engage with and influence the municipal government.</li> </ul> <p><b>Social issues</b></p> <ul style="list-style-type: none"> <li>• Identify the mind-set (perceptions, cultural and social norms, behaviours), interests and barriers that hinder urban development.</li> <li>• Explore options for mobilising social capital in towns and cities to facilitate urban development</li> <li>• What are the patterns / systems of exclusion and discrimination in urban slums?</li> <li>• What are the patterns of inclusion?</li> <li>• Explore how CDCs can better represent and integrate women with the rest of the community?</li> </ul> <p><i>* The UPPR best practices/learning will assist in answering some of these questions.</i></p>

### **Output 3: Improved livelihoods and well-being**

This Output is envisioned to provide direct support to poor and vulnerable people, especially women and girls, living in slums. The four main areas are:

- Building skills for productive employment and income generation
- Stopping early marriage
- Tackling violence against women and girls

- Improving nutrition

For skills development, successful partnerships with the private sector piloted under UPPR will be further explored as a model. The aim will be to bring the approach into line with the work of the National Industrial Skills Councils, and ensuring that the urban poor are made a priority in the provision of skills training opportunities.

To develop the framework for improving nutrition, UPPR's nutritional component could be scaled up and mainstreamed with WASH infrastructure interventions.

The previous study on Early and Forced Marriage in urban slums conducted during UPPR will provide valuable evidences and suggestions for developing strategies to combat VAW including forced and early marriage.

In order to tackle the insecure slum environment that women and girls experience, activities might include: action and reporting on cases of violence, training in legal provisions and rights of women; access to legal aid and other NGO and government services; safe spaces for women and girls and specific discussions on gender norms with men and boys. Following the experiences of UPPR, education grants and income generation activities for women and girls could be scaled up. Building from the successes from UPPR on skills development, it is envisioned that there could be a stronger focus and engagement with the private sector and less so on skills training in informal sector.

As diverse as the main areas of focus within this Output, a range of partnerships could be developed. For interventions focused on stopping early marriage and violence against women, NUPRP will look into developing partnerships that provides access to justice and legal service (ASK Bangladesh, BLAST [legal aid]). Partnerships with organizations that focus on gender relations and safe spaces for girls will be also be explored. Lastly, previous UPPR study on Early and Forced Marriage in Urban Areas will assist in forming specific output strategies.

Key Questions to be answered during the Inception phase:

<b><i>Output 3 Key Questions/Topics to be Explored</i></b>
<p><b>Social Development / Gender</b></p> <p>What are the social and economic drivers of childhood marriage and processes to prevent its occurrence?</p> <ul style="list-style-type: none"> <li>• Identify the drivers of violence against women and girls in urban slums and evaluate the cost of gender violence in regards to women's productivity and their social and economic growth. .</li> <li>• Understand the migration patterns to better understand movements form rural to urban, and urban to urban.</li> <li>• Explore approaches to understanding poverty/deprivation, vulnerability and social exclusion in urban slums</li> <li>• Explore approaches to involving men and boys in mitigating VAWG in slums.</li> </ul>



**Local economy**

- How do we encourage the poor to participate in the formal urban economy?
- What is best approach for involving the private sector in urban development?
- Explore partnerships with the private sector to provide work placements for men and women

**Nutrition**

- Explore options for delivering nutritional support for women and girls in urban settings.
- Which behaviour change strategy will support the delivery of nutrition outcomes in urban slums?

**Output 4: Piloting options to improve land tenure and developing low cost housing initiatives**

In this Output, the approaches to improve the security of tenure will vary depending on specific circumstances. The activities developed could include:

- identify opportunities to negotiate new and better land tenure arrangements using existing or new Settlement Land Maps (which also include vacant land);
- take forward incrementally negotiations between private and public land owners and residents of slums capturing these first informal agreements, later leading to;
- more formal and legal arrangements (e.g. medium term leasehold arrangements);
- provide seed capital to supplement the GoB funds in a small number of selected towns and cities; and
- establish and support the sound management of Community Housing Development Funds at town level (similar to those piloted under UPPR); and
- work with the Municipalities to prepare longer term plans for low-cost housing development as part of city-wide planning.

Building upon the experiences from UPPR, especially UPPR's pilot of CHDF, the results from previous land tenure interventions will be further reviewed and tailored to fit the realities of NUPRP. NUPRP will explore opportunities with World Bank's PPSIP to influence/ establish relationship with Ministry of Housing and Ministry of Land to find viable and scalable solutions. NUPRP will also look outside Bangladesh at the experiences on the land tenure and housing interventions from India, Thailand and Sri Lanka, as well as engage with regional NGOs such as Asian Coalition for Housing Rights. Potential partnerships with microfinance organizations, PKSF and the Bangladesh Bank for access to finance will be explored.

Key Questions to be answered during the Inception phase:

***Output 4 Key Questions/Topics to be Explored***

#### **Policy and Legislation**

- Understand the different land policies and land management processes.
- Understand the process and policy of land management in slums
- Understand the local legislation in terms of low-cost housing and low-cost housing production system.
- Analyse the construction code and current standards of low cost housing and identify areas for future improvement and development of standards that could be part of the nationwide building code.
- Understand political drivers of slum eviction.

#### **Planning**

- What will be the role of the private sector in low-cost housing development?
- Need to identify the title for leasing situations and how to take a more flexible approach.
- Understand the main land players.

#### **Finance / Funding**

- Understand the financing system for low income housing.
- What role do municipalities have in providing access to land and tenure for the poor?
- How can municipalities support the development of a housing market for urban poor?

#### **Climate Change Resilience**

- How to incorporate more climate resilient housing and urban planning in urban slums?
- What are low cost approaches to building climate resilient housing?

#### **Output 5: Climate smart rehabilitation of small-scale infrastructure supported**

The activities in this component will support small-scale, prioritized, public infrastructure - for example, feeder road upgrading, pavements, drainage and lighting. Furthermore, these interventions will ensure that planning for infrastructure improvements are inclusive of people living in the slums and responsive to the requirement of climate resilience. Planning, design and location of priority infrastructure investments will take account of women's and disabled people's priorities and insights.

UPPR infrastructure interventions did not pay sufficient attention to climate issues. NUPRP will place a stronger emphasis on climate resilience. Furthermore, city wide planning is envisioned for NUPRP and will include urban risk assessment and climate vulnerability. NUPRP Steering Committee may include appropriate representative from the Ministry of Disaster Management to work out an integrated approach and response strategy at national level and at the same time, at the local level. NUPRP will activate the disaster management committee at city/town levels, build their capacity and engage them in disaster management planning and implementation.

Key Questions to be answered during the Inception phase.

#### ***Output 5 Key Questions/Topics to be Explored***

#### **Policy**

- Understand the related policies and legislation related to climate change resilience and small scale infrastructure.
- What kind of climate change policy and legislation should be developed for resilient cities and towns?

#### **Planning**

- What kind of information is needed to better plan resilient cities and towns?
- How can we design more resilient infrastructure and services?
- What roles and responsibilities of urban institutions are required to support climate resilient urban design, planning and implementation?

#### **Finance / Funding**

- What is the cost/benefit of supporting the development of climate resilient slums?
- What kind of co-funding mechanisms could be developed to support climate change works?

#### **Social / Gender**

- Identify infrastructure improvements for addressing the needs of women and girls living in urban slums.

### **IV. EXPECTED OUTPUTS**

The expected results for achieving the overall objective of successfully launching the Implementation Period are the following:

#### 1. Outputs Strategy Development

- Background / outputs studies of each output (5);
- Methodology and Guidelines for NUPRP's 5 Outputs developed;
- The five Outputs coordinators and 12-15 City managers trained.

#### 2. Monitoring and Evaluation Framework

- Refined Theory of Change (ToC) developed;
- Results Framework developed and refined for Phase 1 and 2;
- M&E plan for measuring each of the results identified in the log frame is established.
- Evaluations options tested and set-up: Randomized Control Trials( RCT); Longitudinal Studies and; external Evaluability Assessment;
- Baseline studies completed and project document developed
- Geo-tagging options for monitoring explored for feasibility and Value for Money;
- Beneficiaries' Feedback mechanisms tested and the best option(s) is/are developed for implementation period.
- Knowledge Management/ Learning Strategy and Plan developed.
- Monitoring & Evaluation Governance Structure finalized and set-up.

### 3. Programmatic Activities

- Risk Assessment of Implementation Period completed;
- City/Town Selection Process completed for Phase 1. Selection criteria developed for Phase 2 Cities/Towns; Identification of control groups;
- Planning and Reporting: Detailed Implementation Period (Phase 1) Work-Plan; Indicative Phase 2 Work-Plan, Sustainability Plan;; and Final Inception Phase Report are completed;
- Communications and Advocacy Roadmap developed;
- Accountability to Beneficiaries Strategy and Plan developed and;
- Value for Money (VfM) Framework developed;
- Capacity assessment of potential implementing partners
- Ensuring quality assurance as per corporate requirement

### 4. Government Relations and NUPRP Management Set-Up

- DPP Prepared and Signed;
- National Steering Committee (NSC) established through consultation with LGD, UNDP and Development Partners;
- Contracts, MOU or LoA signed with LGIs;
- Relationships are built between NUPRP and other Agencies involved in Urban Development.

### 5. Operations Activities

- Implementation Period Logistics and Asset Plan developed, including ICT Setting;
- Inception Phase Implementation HR and Procurement Plans finalized;
- Finalization of Programme Management Structure and hiring of staff for Implementation Period;
- NUPRP Year 1 of Implementation Budget Finalized;
- Mutual Accountability Unit (MAU) established and anti-corruption training completed.

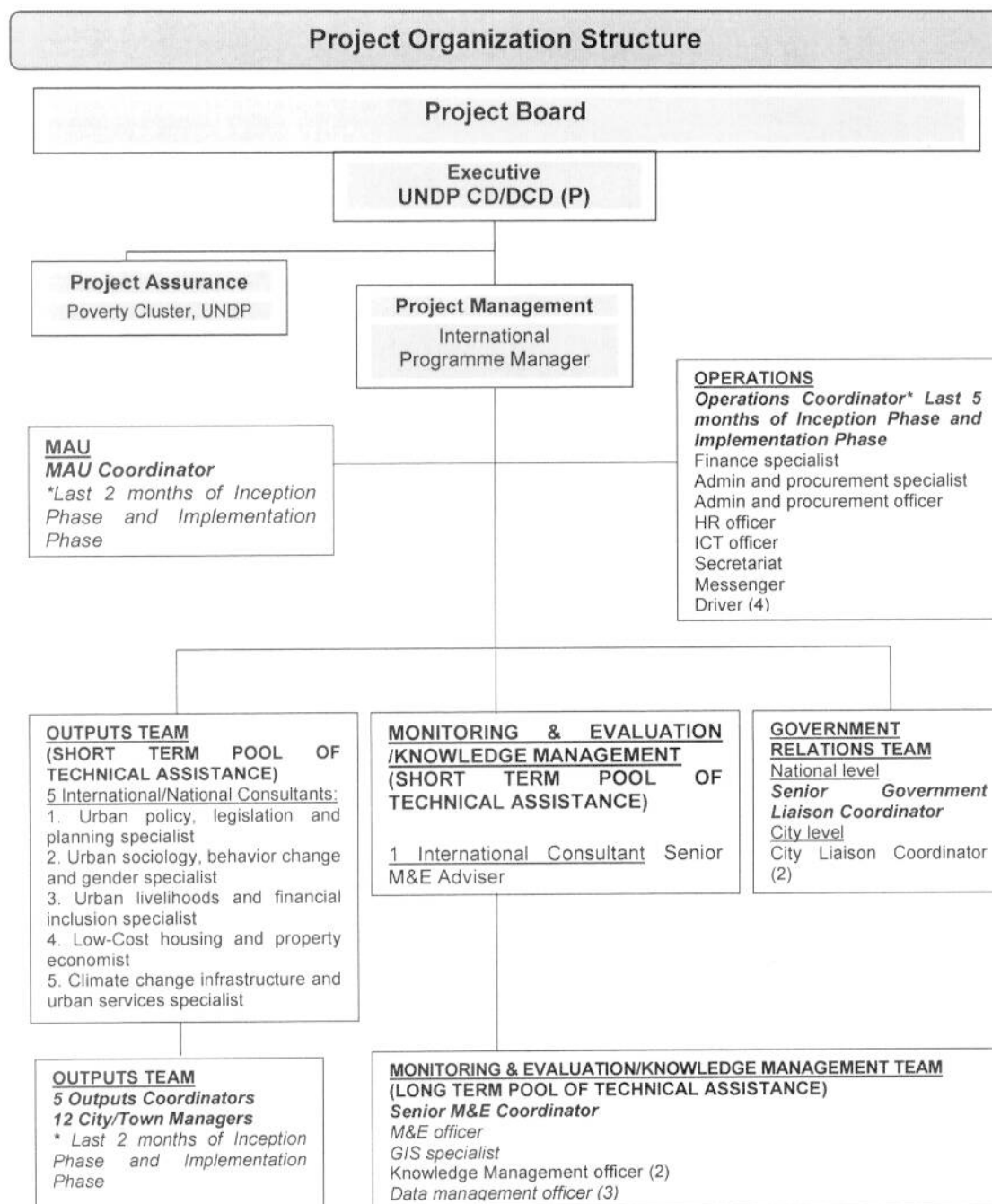
## **V. MANAGEMENT ARRANGEMENTS**

UNDP will adopt a direct implementation modality focusing on implementation of inception plan activities as jointly agreed with DFID up until the approval of NUPRP Prodoc and DPP. It is envisaged that once the Prodoc of NUPRP is duly approved by the Govt. the inception phase, and especially its remaining activities, will be administered under appropriate implementation modality of NUPRP. Hence, the key objective of present project is to support the inception activities that includes setting up a solid and robust system in place for both programme implementation and M&E. Particular attention will be given to crafting strategies for output components and setting up different level of governance mechanism including outreach and partnership building strategies. The inception phase is administered through an IP (Initiation Plan) Project and is integral part of the NUPRP programme.

In line with established practice, the IP will be overseen by a Project Board while the lead manager role will be discharged by the International Project Manager with defined roles and responsibilities. The CO Programme Cluster and designated Urban Focal Point will continue to play an instrumental role to the implementation of Inception phase of new urban programme, while the International Project Manager will be responsible to manage the overall activities. The IP Project Board will be chaired by the Country Director and comprise Senior Management, the Head of the Poverty & Inclusive Growth Cluster and GoB/donor representatives as appropriate.

The IP Project Board will oversee the implementation progress and strategic management issues and provides inputs and directions as appropriate. The Project Board will meet as required and at least once during the project period.

The IP Inception phase to NUPRP will be comprised by selected staff members and consultants those will be directly supervised by an International Project Manager and will carry out activities related foundation building for NUPRP Phase-1. Detail of the plan and list of staffs is provided in Annex-1.



## **VI. MONITORING**

The project will be monitored on a monthly/quarterly basis and a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table to be developed at the inception phase.

The IP will institute a monitoring and evaluation framework in line with the logical framework and overall objectives of Project. The monitoring and evaluation framework will place particular emphasis on the indicators pertinent to the planned intervention/deliverables as spelled out in the logical framework.

Risk and issues will also be captured and updated by the Programme Cluster to facilitate tracking and resolution of potential problems or requests for change.

Lessons-learned shall also be regularly updated as part of the quarterly reporting to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

A Project End Review Report shall be submitted by the Poverty cluster to UNDP senior management. Periodic progress report also will be developed for DFID as per their reporting requirements.

The annual review along with quarterly monitoring reports shall be taken into account in formulating any follow up activities of this IP phase.

### **Project Benefits**

The benefits of the project:

- Higher success rate in delivering satisfactory results of high quality, on time, and on budget in UNDP and national counterpart programme and project interventions
- Higher staff morale gained through knowing what to do, how to do it, and confidence in delivering results
- Improved stakeholder relations in programme and project communications based on a clear, defined, and articulated approach and organisation
- Improved donor relations based on UNDP's adherence to an international management standard and delivering results against plan
- Professionalised project management skills for CO staff and national counterpart representatives

### **Tolerances**

An overall stage tolerance of plus/minus 20% on approved stage budget and plus/minus 8 weeks on stage schedule will be allowed.

If these tolerance levels are forecast to be exceeded, the Project Board will be immediately notified, and corrective action will be taken as required.



<b>Annual Work Plan 2016-Version "A"</b> (Version: 1.0, Dated: 1 April 2016 - 31 October 2016)											
<b>National Urban Poverty Reduction Programme (NUPRP)-IP</b>											
Outcome: UNDAF Pillar-6.1 - Pro-Poor Urban Development											
By 2016, at least three million urban poor have improved living conditions and livelihoods to realize their basic rights											
Outputs (Activities in ATLAS)	Activities (Detailed results to be produced for achievement of each output not to be inc. In ATLAS)	Timeframe				Responsible Party	Source of Funds	Planned Budget			Amount (USD)
		Q1	Q2	Q3	Q4			Account Code	Short Desc	Description	
<b>Activity 1:</b> Strengthened pro-poor urban management, policy and planning	1.1 Support to formulate National Urban Poverty Reduction Programme										
	Capacity assessment, Social, economic and spatial assessment / Baseline, participatory M&E, GIS		X	X	X	UNDP	DFID	72100	Contr-Cmpy	Contractual Companies	160,000
	Development of Information system		X	X	X	UNDP	DFID	72100	Contr-Cmpy	Contractual Companies	100,000
	Activity Result: Provide Programme /Technical /Support Assistance										
	City Liaison coordinator		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	43,200
	Urban planning and Governance coordinator		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	7,200
	Urban planning and Management Officer-Town Leader		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	64,800
	GIS officer		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	8,000
	Field Visit		X	X	X	UNDP	DFID	71600	Travel	Travel	2,000
	Direct Project Cost-Staff		X	X	X	UNDP	DFID	64300	Salary	UNDP cost recovery chrgs-Bills	2,800

	General Management Services (GMS)	X	X	X	UNDP	DFID	75100	F&A	Facilities & Administration	31,040
<b>Sub Total: Activity-1</b>										
<b>Activity 2:</b> Strong community organisations and an effective voice for the urban poor	<b>2.1 Support to formulate National Urban Poverty Reduction Programme</b>									<b>419,040</b>
	Town & national level workshop									
	<b>Activity Result: Provide Programme /Technical /Support Assistance</b>									
	Social mobilization and community capacity building coordinator	X	X	X	UNDP	DFID	72100	Contr-Cmpy	Contractual Services - Services-Companies	45,000
	Documentation officer	X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	7,200
	Field visit	X	X	X	UNDP	DFID	71600	Travel	Contractual Services - Individ	12,800
	Direct Project Cost-Staff	X	X	X	UNDP	DFID	64300	Salary	UNDP cost recovery chrgs-Bills	2,000
<b>Sub Total: Activity-2</b>										
<b>Activity 3:</b> Improved economic and social well-being for the urban poor	<b>3.1 Activity Result: Provide Programme /Technical /Support Assistance</b>									<b>75,384</b>
	Local economy and livelihood coordinator	X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	7,200
	Documentation officer	X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	12,800
	Field visit	X	X	X	UNDP	DFID	71600	Travel	Travel	2,000
	Direct Project Cost-Staff	X	X	X	UNDP	DFID	64300	Salary	UNDP cost recovery chrgs-Bills	2,800

	General Management Services (GMS)		X	X	X	UNDP	DFID	75100	F&A	Facilities & Administration	1,984
<b>Sub Total: Activity-3</b>											
Activity 4: More secure tenure and housing finance for the urban poor	4.1 Activity Result: Provide Programme /Technical /Support Assistance										<b>26,784</b>
	Land and social housing coordinator		X	X	X	UNDP	DFID	71400	CntractSrv	Contractual Services - Individ	7,200
	Documentation officer		X	X	X	UNDP	DFID	71400	CntractSrv	Contractual Services - Individ	12,800
	Field visit		X	X	X	UNDP	DFID	71600	Travel	Travel	2,000
	Direct Project Cost-Staff		X	X	X	UNDP	DFID	64300	Salary	UNDP cost recovery chrgs-Bills	2,800
	General Management Services (GMS)	X				UNDP	DFID	75100	F&A	Facilities & Administration	1,984
<b>Sub Total: Activity-4</b>											
Activity 5: Improved resilient infrastructure in, and serving, low-income settlements	5.1 Activity Result: Provide Programme /Technical /Support Assistance										<b>26,784</b>
	City Infrastructure and urban services coordinator		X	X	X	UNDP	DFID	71400	CntractSrv	Contractual Services - Individ	7,200
	Documentation officer		X	X	X	UNDP	DFID	71400	CntractSrv	Contractual Services - Individ	-
	Field visit		X	X	X	UNDP	DFID	71600	Travel	Travel	2,000
	Direct Project Cost-Staff		X	X	X	UNDP	DFID	64300	Salary	UNDP cost recovery chrgs-Bills	2,800
	General Management Services (GMS)		X	X	X	UNDP	DFID	75100	F&A	Facilities & Administration	960
<b>Sub Total: Activity-5</b>											
											<b>12,960</b>

<b>Activity 6: Management &amp; M&amp;E</b> <ul style="list-style-type: none"> <li>• Mobilization of staff for the Inception Phase and Phase 1</li> <li>• A plan for engaging with the Local Government Division (LGD) and municipalities</li> <li>• ToRs developed for Project Steering Committees at the national and local level</li> <li>• Draft ToRs developed for the Project Steering Committee to be agreed with the government</li> <li>• An overarching monitoring and evaluation framework (including baselines and a strategy to ensure that M&amp;E activities are linked to and coordinated with the impact evaluation by DIME). The M&amp;E framework should include qualitative indicators including a robust beneficiary feedback system for capturing changes. • Final list of towns for Phase 1 validated by LGD (to be completed within the first three months of the Inception Phase)</li> <li>• Proposed town selection criteria for Phase 2 (to be completed by the end of Inception Phase)</li> <li>• An outline of work (including methodology</li> </ul>	<b>6.1 Support to formulate National Urban Poverty Reduction Programme through M&amp;E activities</b>																		
	International Consultants for M&E and Outputs Strategy development	X	X	X	UNDP	DFID	71200	Intl Cnslt	International Consultants										105,000
	International Consultant to support Planning & M&E	X	X	X	UNDP	DFID	71200	Intl Cnslt	International Consultants										15,000
	Local Consultants for M&E and Outputs Strategy development	X	X	X	UNDP	DFID	71300	Local Cnslt	Local Consultants										60,000
	Documentation & Publication	X	X	X	UNDP	DFID	74200	AudioVisl	Audio Visual&Print Prod Costs										21,000
	Launching event	X	X	X	UNDP	DFID	75700	TR,WKSP,CF	Training, Workshops and Confer										5,000
	Anti-corruption and Procurement training; Outputs strategy and methodology training	X	X	X	UNDP	DFID	75700	TR,WKSP,CF	Training, Workshops and Confer										48,000
	Field visit	X	X	X	UNDP	DFID	71600	Travel	Travel										18,000
	<b>Activity Result: Provide Programme /Technical /Support Assistance</b>																		
	Senior M&E coordinator	X	X	X	UNDP	DFID	71400	CntractSrv	Contractual Services - Individ										21,600
	M&E officer	X	X	X	UNDP	DFID	71400	CntractSrv	Contractual Services - Individ										8,000
	Knowledge management officer	X	X	X	UNDP	DFID	71400	CntractSrv	Contractual Services - Individ										35,100
	<b>6.2 Formulate National Urban Poverty Reduction Programme through Management support</b>																		
	<b>Activity Result: Provide Programme /Technical /Support Assistance</b>																		
	International Project Manager	X	X	X	UNDP	DFID	61300	Salary-IP	Salary & Post Adj cost IP staff										161,000
	Senior Liaison coordinator/Programme Specialist	X	X	X	UNDP	DFID	71400	CntractSrv	Contractual Services - Individ										42,000

and activities) required to deliver Outputs 1-5. This should be developed in close consultation with DFID and LGD and meet the requirements presented in the Business Case	MAU coordinator		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	7,200
• Log-frame indicators and milestones for Phase 1 developed in consultation with DFID and LGD; ensuring that log-frame indicators are compatible with DFID results reporting requirements including the UK International Climate Fund (ICF) and DFID Results Framework (DRF)	Operations coordinator		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	21,500
• A work plan and budget for the first 12 months of implementation after the Inception Phase	Finance specialist		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	13,500
• An indicative work plan and budget for the next 13-24 months	Admin and procurement specialist		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	13,500
• An updated and more detailed assessment of the programme risks presented in the Business Case accompanied with appropriate mitigation measures	Finance Officer		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	8,000
• A draft value-for-money (VfM) strategy for the programme (including specific year-on-year efficiency targets which demonstrate commitment to continual cost savings and systems improvements)	ICT officer		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	8,000
	Secretary		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	5,000
	Messenger		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	5,000
	Driver		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	27,200
	Direct Project Cost-Staff		X	X	X	UNDP	DFID	64300	Salary	UNDP cost recovery chrgs-Bills	-
	Regional Networking Event			X		UNDP	DFID	71600	Travel	Travel	25000
	<b>Activity Result: Provide Logistic support</b>										
	Local Travel support		X	X	X	UNDP	DFID	71600	Travel	Travel	1,200
	Furniture		X	X	X	UNDP	DFID	72200	Equip&Furn	Equipment and Furniture	10,000
	Machinery and Equipment		X	X	X	UNDP	DFID	72200	Equip&Furn	Equipment and Furniture	35,000
	Communication (Internet, courier, cell phone allowance-mail Subscription etc.)		X	X	X	UNDP	DFID	72400	Comm&AV	Communic & Audio Visual Equip	8,000

<ul style="list-style-type: none"> <li>An indicative research plan to identify areas for innovation under Outputs 1-5 (e.g. in land tenure, climate resilience etc.)</li> <li>Agreement with DFID on the formats for financial and technical reporting.</li> </ul>	Office stationaries & supplies		X	X	X	UNDP	DFID	72500	Supplies	Stationery & other Office Supp	6,000
	Advertisement for recruitment		X	X	X	UNDP	DFID	72500	Supplies	Print Media	11,100
	O & M Vehicle & motorcycles		X	X	X	UNDP	DFID	73400	Rntl&Maint	Rental & Maint of Other Equip	24,000
	R & M of Office Equipment		X	X	X	UNDP	DFID	73400	Rntl&Maint	Rental & Maint of Other Equip	4,000
	Computer Accessories		X	X	X	UNDP	DFID	72800	InfoTechEq	Information Technology Equipmt	2,400
	Rental of Office Premises		X	X	X	UNDP	DFID	73100	Rntl&Maint	Rental & Maintenance-Premises	31,500
	Custodial & Cleaning Services		X	X	X	UNDP	DFID	73100	Rntl&Maint	Custodial & Cleaning Services	9,500
	Utilities		X	X	X	UNDP	DFID	73100	Rntl&Maint	Rental & Maintenance-Premises	10,500
	Printing		X	X	X	UNDP	DFID	74200	AudioVisl	Audio Visual&Print Prod Costs	1,300
	Contribution to CO Common Security		X	X	X	UNDP	DFID	74300	Contribut	Contributions	16,000
	Sundries		X	X	X	UNDP	DFID	74500	MiscExp	Miscellaneous Expenses	8,000
	Direct Project Cost-GOE		X	X	X	UNDP	DFID	74500	GoE	UNDP cost recovery chrgs-Bills	18,000
	General Management Services (GMS)		X	X	X	UNDP	DFID	75100	F&A	Facilities & Administration	69,608
Sub Total: Activity-6											
Grand Total (Activity 1-6)											
											939,708
											1,500,660



## **LPAC Meeting Minutes of**

**Inception Phase- National Urban Poverty Reduction Programme (IP-NUPRP)**

**04 April 2016, 09:30 am |  
18<sup>th</sup> Floor Meeting Room, UNDP**

A meeting on the new IP Project on the Inception Phase- National Urban Poverty Reduction Programme (IP-NUPRP) was held on 4 April 2016 at UNDP 18<sup>th</sup> Floor Conference Room. It was chaired by Mr. Nick Beresford, CD a.i., UNDP, and was attended by Poverty Reduction Cluster, PPDU Senior Management and representatives from other Clusters (list of attendees – annex 1). The following items were discussed and decided upon.

### Introduction

Mr. Beresford welcomed and thanked everyone for attending the meeting. He thanked urban team colleagues for the work that was put towards finalizing the IP document. He also noted duration of the IP would be eight months commencing from 1 April 2016 and ending on 31<sup>st</sup> October 2016.

### Presentation of Inception Phase- National Urban Poverty Reduction Programme (IP-NUPRP)

Mr. Ashekur Rahman, UNDP, presented an in-depth presentation on the IP (PowerPoint Presentation – annex 2), an 8-month long Inception Phase that will set the foundations for the launching of the NUPRP, particularly the Implementation Period (months 9-32). The objectives of the inception phase will be translated into actions through five components, namely: 1) Outputs Strategy Development; 2) Monitoring & Evaluation Framework; 3) Programmatic Activities; 4) Government Relations & NUPRP Management Set-up; and 5) Operations Activities. Mr Rahman explained that the aim of the IP is to manage the 8-month long inception phase as foundation building for Phase-1 of the National Urban Poverty Reduction Programme (NUPRP) and subsequent Phase-2. DFID and UNDP have agreed to begin the NUPRP with an Inception phase that will invest in setting up a solid and robust system in place for both programme implementation and M&E for the NUPRP. Particular attention will be given to crafting strategies for output components and setting up different levels of governance mechanism, including outreach and partnership building strategies. Mr Rahman shared that UNDP will adopt a direct implementation modality focusing on implementation of inception plan activities, as jointly agreed with DFID up until the approval of NUPRP Prodoc and DPP. It is envisaged that once the Prodoc of NUPRP is duly approved by the Govt., the inception phase, and especially its remaining activities will be administered under nationally executed modality of NUPRP.

### Open Discussions/Comments

After the PowerPoint Presentation, Mr. Beresford thanked Mr. Rahman for a concise and well thought-out presentation. He then officially opened the floor for comments and suggestions from the attendees.

Mr. Mamunur Rashid, Climate Change Specialist of UNDP, termed the IP as a good and new way and congratulated the urban team for showing a new way of fast-tracking the Inception Phase activities through an IP for which a contract with DFID has already signed. He pointed to mainstreaming the climate change issues beyond component 5, particularly Component 1 and 3. In doing so, he suggested to follow the DFID's livelihood framework in urban context. Further he advocated for completing a baseline for gender outcomes, as the inception phase will develop the outputs strategies and monitoring framework.

Ms Thokozani Murape, Head of Procurement of UNDP, noting the duration of the project, requested to begin the consultants recruitment process immediately so that they comply the procurement rules and regulations to meet the IP deadlines. She also expressed her curiosity on the share of the project personnel compared to the total cost of the IP duration.

Ms Sandrine Capelle-Manuel, IPM of NUPRP shared that the DFID preferred to build up strategies of the NUPRP first and then implement the project accordingly. She also shared that the contract has been signed with the DFID for managing the IP.

Ms. Majeda Haq, Programme Analyst of UNDP, suggested that for undertaking capacity building initiatives at the inception phase that this will require during implementation phase. Having noted that setting up office facilities is very critical and adequate time and resource should be given in the inception phase. She appreciated this IP as the ideal way to begin a project.

Mr. Munir Hossain, UNDP, suggested to mention the IP as an integral part of the project and not to mention any modality right at the moment rather rewording as appropriate modality will be accepted after required assessment. He also suggested to include quality assurance mechanism in the monitoring part and to introduce the corporate checklist (e.g., SESP). For the financial part, he suggested to replace ISS with DPC.

Mr. Beresford suggested to share the approach in managing the NUPRP that has begun with this IP with the LGD. This will be a way to bring them in the consultative process and check with the UNDP policy and financial guidelines, as well as criteria such as micro assessment of implementing ministry with Mr. Munir Hasan so that it does not miss any requisites.

After the Roundtable concluded, the meeting attendees gave their unanimous support for approval of the IP.

Mr. Beresford concluded the meeting and thanked all attendees for their thoughtful contributions.

Annex- 1, list of attendees

Annex- 2, PowerPoint Presentation

Annex- 1, list of attendees

1. Mr. Nick Beresford, DCD, UNDP
2. Mr. Mamunur Rashid, Climate Change Specialist, UNDP
3. Ms Thokozani Murape, Procurement Specialist, UNDP
4. Palash K Das, ACD, UNDP
5. Ms Sandrine Capelle-Manuel, International Project Manager, UNDP
6. Ms. Majeda Haq, Programme Analyst, UNDP
7. Ms Mahmuda Afroz, Programme Analyst, UNDP
8. Mr. Munir Hossain, Programme Finance Analyst, UNDP
9. Mr. Ashekur Rahman, Urban Programme Analyst, UNDP
10. Mr. Abu Mehedi Imam, Information and Communication Officer-PPDU, UNDP

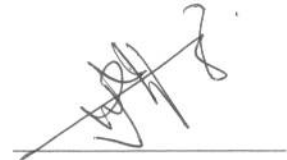
**Prepared by:**

Ashekur Rahman, Programme Analyst  
Poverty Reduction Cluster



**Reviewed by:**

Palash Kanti Das, Assistant Country Director  
Poverty Reduction Cluster



**Signature of Chairperson:**

Nick Beresford, Deputy Country Director  
UNDP bangladesh












# LPAC meeting of IP- Inception phase to NUPRP

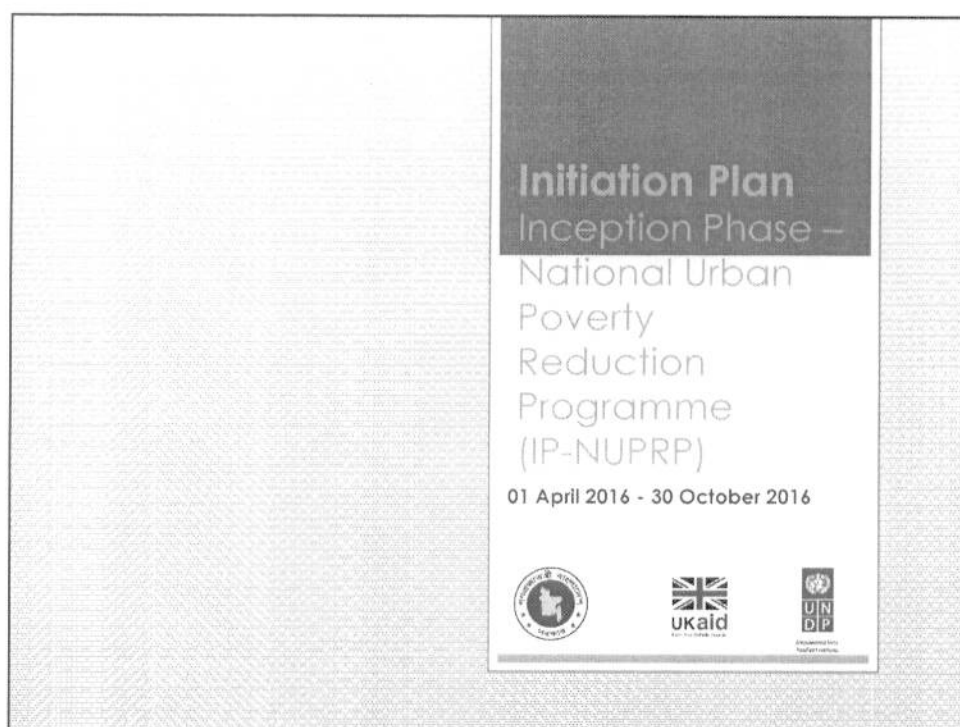
Date: April 04, 2016 (Monday)

Time: 10.00 am - 11.00 am

Venue: UNDP Conference Room, 18<sup>th</sup> Floor, IDB Bhaban

## Participants Registration

SL No.	Name of the Participants	Designation/Organization	E-mail/Contact	Signature
01	Ashkur Rahman	Urban Policy Analyst		
02	Majeda Haq	Rural Regional Policy Analyst		
03	NICK BERESFORD	Deputy Country Director		-
04	SK. Muni Hussain	Prog. Fin. Analyst RRMC		
05	Thokozani Murgoe	Procurement Specialist		
06	NICK BERESFORD	SCD		
07	A.K.M. Mamunur Rashid	Climate Change Specialist	01733814139	
08	Abu Mehedi Inam	Information & Communication Officer PPDU	01714134345	
09	Jandira Cepeda Paul	UNDP IPA NUPRP		
10	Mahmuda Afis	PA, UNDP	01714161353	
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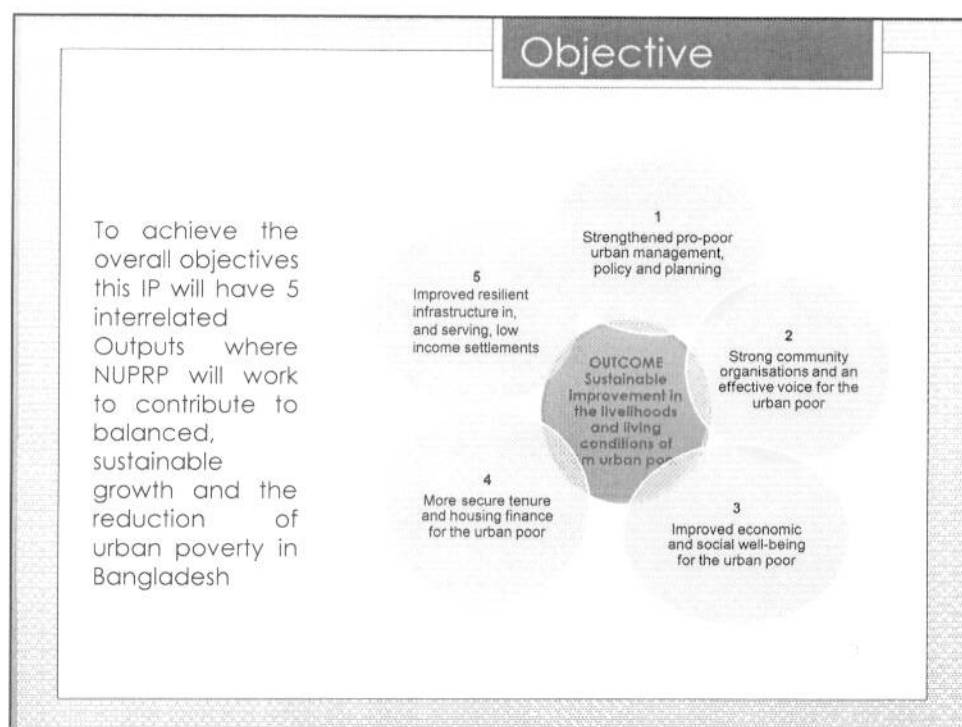


## Objective

- 8 months long **Inception Phase** will set the foundations for the launching of the NUPRP, particularly the Implementation Period (months 9-32);
- The objectives of the Inception Phase fall under 5 key components.

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graph TD
    A[Outputs Strategy Development] --- B[Monitoring & Evaluation Framework]
    B --- C[Programmatic Activities]
    C --- D[Government Relations & NUPRP Management Set-up]
    D --- E[Operations Activities]
    E --- A
  
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## Key Questions

Key questions to be asked during the inception phase for the 5 Outputs

Output 1: Policy and legislation	Output 2: Policy	Output 3: Social Development / Gender	Output 4: Policy and legislation	Output 5: Policy
<p><b>Policy and legislation</b></p> <ul style="list-style-type: none"> <li>Identify laws and policies for urban management and planning</li> <li>Identify the existing deficiencies of policy, urban poverty, slums and slum dwellers</li> <li>What are the policy gaps in existing regulations of City Corporation and Municipality?</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>What are the urban planning and mechanisms?</li> <li>Do the city strategy and plan reduce poverty, resilience and adaptation?</li> </ul> <p><b>Municipal resources</b></p> <ul style="list-style-type: none"> <li>What is the urban planning decision-making process and financial mechanisms between central government and local, including the process of land allocation?</li> <li>Analyse the financial health and capacity of municipal level and the local government in the NUPRP cities</li> <li>Analyse financial resources of municipal level</li> <li>Analyse co-financing options for city development through public, private sector and citizen</li> <li>Co-funding mechanisms</li> </ul> <p><b>Others</b></p>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>Identify laws and policies supporting urban management and planning</li> <li>Identify the existing deficiencies of policy, urban poverty, slums and slum dwellers</li> <li>What are the policy gaps in existing regulations of City Corporation and Municipality?</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>What are the urban planning and mechanisms?</li> <li>Do the city strategy and plan reduce poverty, resilience and adaptation?</li> </ul> <p><b>Municipal resources</b></p> <ul style="list-style-type: none"> <li>What is the urban planning decision-making process and financial mechanisms between central government and local, including the process of land allocation?</li> <li>Analyse the financial health and capacity of municipal level and the local government in the NUPRP cities</li> <li>Analyse 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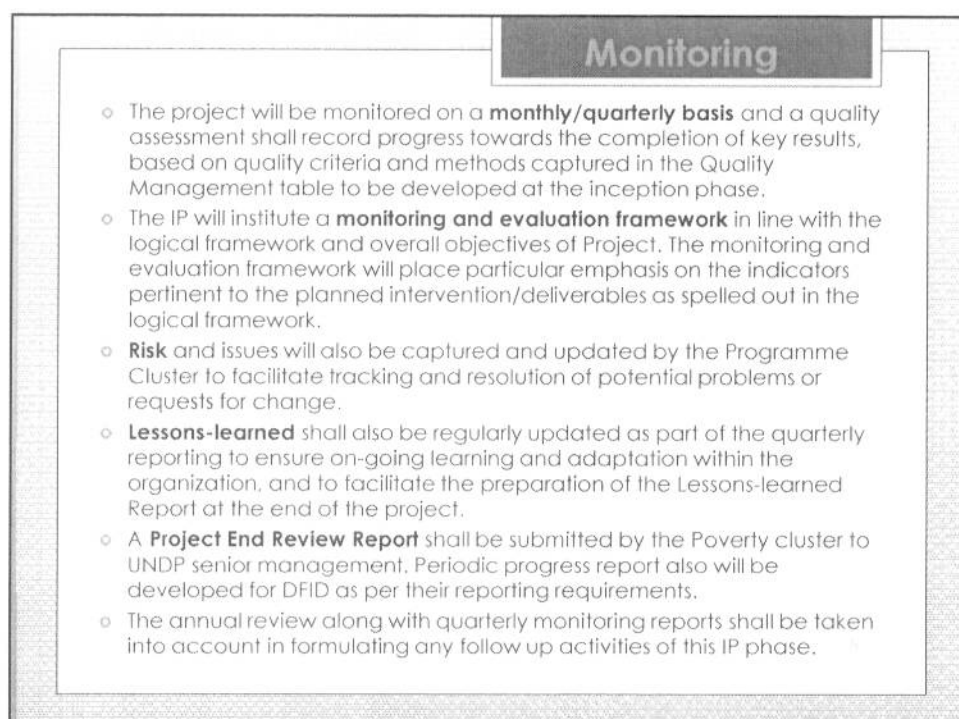
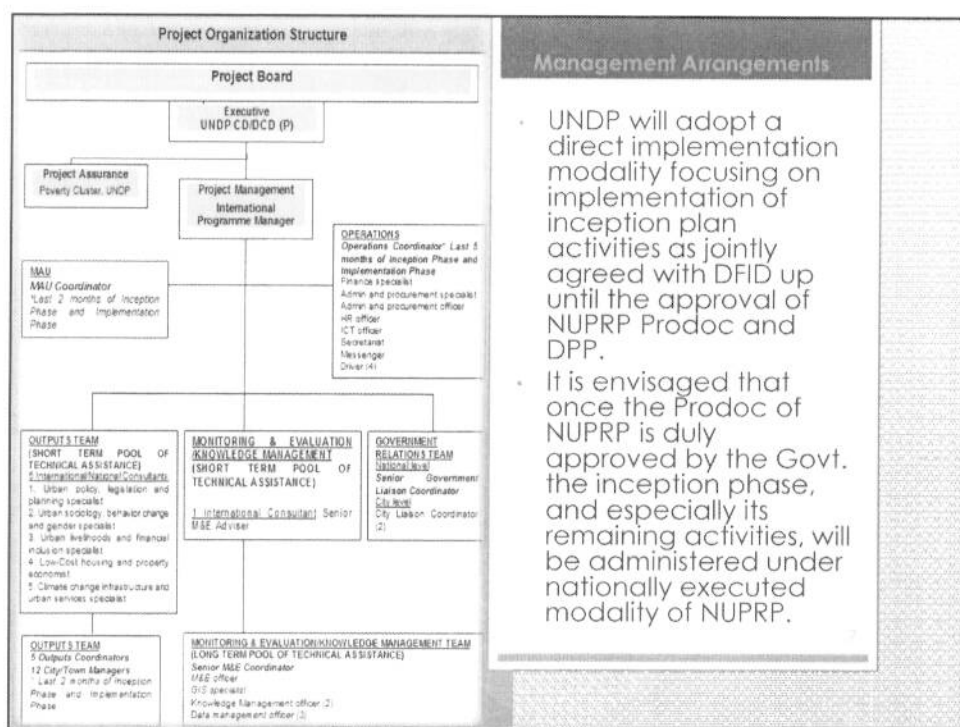
## Expected Outputs

The expected results for achieving the overall objective of successfully launching the Implementation Period are:

- o **Outputs Strategy Development**
  - o Background / outputs studies of each output (5);
  - o Methodology and Guidelines for NUPRP's 5 Outputs developed;
  - o The five Outputs coordinators and 12-15 City managers trained.
- o **Monitoring and Evaluation Framework**
  - o Refined Theory of Change (ToC) developed;
  - o Results Framework developed and refined for Phase 1 and 2;
  - o M&E plan for measuring each of the results identified in the logframe is established;
  - o Evaluations options tested and set-up: Randomized Control Trials (RCT); Longitudinal Studies and; external Evaluability Assessment;
  - o Baseline studies completed;
  - o Geo-tagging options for monitoring explored for feasibility and Value for Money;
  - o Beneficiaries' Feedback mechanisms tested and the best option(s) is/are developed for implementation period.
  - o Knowledge Management/ Learning Strategy and Plan developed.
  - o Monitoring & Evaluation Governance Structure finalized and set-up.

## Expected Outputs

- o **Programmatic Activities**
  - o Risk Assessment of Implementation Period completed;
  - o City/Town Selection Process completed for Phase 1. Selection criteria developed for Phase 2 Cities/Towns; Identification of control groups;
  - o Planning and Reporting: Detailed Implementation Period (Phase 1) Work-Plan; Indicative Phase 2 Work-Plan, Sustainability Plan;; and Final Inception Phase Report are completed;
  - o Communications and Advocacy Roadmap developed;
  - o Accountability to Beneficiaries Strategy and Plan developed and;
  - o Value for Money (VfM) Framework developed;
- o **Government Relations and NUPRP Management Set-Up**
  - o DPP Prepared and Signed;
  - o NSC established through consultation with LGD, UNDP & Development Partners;
  - o Contracts, MOU or LoA signed with LGIs;
  - o Relationships are built between NUPRP & other Agencies involved in Urban Development.
- o **Operations Activities**
  - o Implementation Period Logistics & Asset Plan developed, including ICT Setting;
  - o Inception Phase Implementation HR and Procurement Plans finalized;
  - o Finalization of Programme Management Structure & hiring of staff for Implementation Period;
  - o NUPRP Year 1 of Implementation Budget Finalized;
  - o MAU established and anti-corruption training completed.



## Budget

Sl. No.	Particulars	Total Cost (US\$)
A.	Programme Activity Cost	587,000
B.	Total Direct Programme Support Cost (Personnel)	499,900
C.	Management Support Cost	146,200
D.	Office Running Cost	156,400
E.	Total Cost without GMS	1,389,500
F.	GMS	111,160
	<b>Total Cost with GMS</b>	<b>1,500,660</b>

Thank you!



Empowered lives. Resilient nations.

07 April 2016

Honourable Secretary,

Inception Phase of National Urban Poverty Reduction Programme (NUPRP)  
and City Selection Process

This communication refers to my meeting with you on 15<sup>th</sup> March 2016 at your good office regarding the National Urban Poverty Reduction Programme (NUPRP). As agreed, I am pleased to share with you the plan for the inception phase of NUPRP. DFID and UNDP have agreed to begin NUPRP with an inception phase to build the foundations for the successful implementation of NUPRP. This phase will invest in setting up in place a solid and robust system for both programme implementation and M&E. Particular attention will be given to crafting strategies for output components and jointly working with the LGD on preparing and finalizing the DPP, including setting up different levels of steering mechanism and partnership building strategies.

Meanwhile, we are pleased to inform you that, as per the agreed criteria with the LGD and DFID, an assessment of cities and towns to be selected for NUPRP Phase 1 and 2 has been completed. We would like to request for your time to present to you the findings of the assessment and the initial list of proposed cities and towns for your review and feedback. We also kindly request you to invite DFID representatives to the meeting so that we can make a tripartite decision on the list of cities and towns for NUPRP. We would like to propose to hold this meeting on the third week of this month, at time that is convenient for you.

We are particularly pleased to combine our efforts with the Government of Bangladesh, in particular with your Ministry, in the finalization of the National Urban Poverty Reduction Programme. We deeply appreciate your commitment and leadership to turn NUPRP into a reality. Should you have any further queries, please do not hesitate to contact us.

Thank you.

Yours sincerely,

Nick Beresford  
Country Director a.i.

Mr. Abdul Malek  
Secretary  
Local Government Division  
Ministry of Local Government, Rural Development and Cooperatives  
Bangladesh Secretariat, Dhaka

Enclosed: NUPRP inception phase plan

## Fatematul Jannat

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**From:** Ashekur Rahman  
**Sent:** Tuesday, April 12, 2016 4:13 PM  
**To:** Fatematul Jannat; Khondker Pervez Ahmed  
**Cc:** Sandrine Capelle-Manuel; Benoit Conti; Jay Tyler Malette; Munir Hossain  
**Subject:** RRF for new IP

Dear Fatema,

I don't think we have any RRF available like that for inception phase but have one for main NUPRP draft Prodoc. May be we need to prepare one for inception phase if it is needed.

However, I request you not to await submission (sorry we can't afford any further delay) for RRF and we will work out that soonest.

Kind regards,  
Ashek

Sent from Samsung Mobile

----- Original message -----  
From: Fatematul Jannat  
Date: 12/04/2016 3:59 PM (GMT+06:00)  
To: Ashekur Rahman, Khondker Pervez Ahmed  
Subject: RRF for new IP

Dear Ashekur bhai

Could you please provide the RRF for IP NUPRP project so that we can send to SM for approval.

Sample RRF attached for your kind information.

Regards  
Fatema

## AWP Review Checklist

Cluster Name : **Poverty Reduction Cluster**

Project ID : **00092722**

Title: **National Urban Poverty Reduction Programme (IP-NUPRP)**

### A. Format and General Issues:

01	Submitted AWP has been prepared in Standard Prescribed Format	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
02	Project Title, Atlas Award & Project IDs are correctly mentioned/quoted	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
03	AWP Planning Workshop conducted	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
04	Annual Review Meeting conducted	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
05	Minutes of the Appraisal/Review meeting attached	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
06	Annual HR and Procurement Plans developed and attached with the AWP	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
07	Multiyear Resource/Budget Matrix attached with the AWP	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
08	AWP approved by the Implementing Partner, if applicable	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
09	AWP endorsed/agreed by the Project Board/Steering Committee, if applicable	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
10	Signature of the Project Manager/NPD available in the AWP	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
11	Designation of signatory for FACE has been made	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
12	Any Equipment or large equipment components worth more than \$1m	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

### B. Results Related Issues:

01	The AWP reflects overall priorities (National, UN and UNDP)	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
02	Outputs and activities are aligned to the UNDAF, CPD and project document	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
03	A one page summary of intended/achievable results is attached	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
04	M&E plan attached and adequately budgeted in the AWP	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
05	Lessons learned have been incorporated in the AWP, as per the last APR minutes	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
06	Baseline, Target and Deliverables have been mentioned properly	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
07	Articulation of results of the AWP has followed the SMART and RBM guidelines	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>

### C. Resources Related Issues:

01	Total proposed budget for the AWP does not exceed approved total project budget.	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
02	The AWP budget is within the scope of the funds availability/commitment.	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
03	CS Agreement available for the Proposed Non-Core Resources.	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
04	Appropriate provisions for GMS have been made at the Atlas Activity level.	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
05	Atlas Codes (Donor, Account, Fund etc.) are consistently/properly used	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
06	The summary page reflects the resources	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
07	Provision of resources has been made for each of the planned activities/actions	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
08	The Budget comply with the spirit of Results Based Budgeting (RBB)	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>

### D. Remarks/Comments/Justification for Returning to Cluster:

General and Resource Section  
Reviewed by

Results Section Reviewed by

Cleared by

Programme Analyst/Associate

Programme Specialist

Cluster Coordinator

Filed by  
cluster



**Clearance Certificate**  
**Project Document (AWP)**  
 or  
**Project/Budget Revision**



**SHORT TITLE:** National Urban Poverty Reduction Programme (IP-NUPRP)

**PROJECT NUMBER:** Award ID: 00084928

Project ID: 00092722

**(I) SUBMITTING PROGRAMME MANAGER:** Mr. Ashekur Rahman

I have checked, and hereby certify, the following:

1. Reasons and justification for this revision are clearly indicated on the cover page. ☐
2. All relevant parties are in agreement with the revision: ☐
  - As is indicated in the justification, or
  - As per signature(s) obtained on the cover page, or
  - As per written agreement as has been referenced in relevant signature block. ☐
3. An analysis of the budget increase/decrease (in case more than \$10,000) has been made and is attached. ☐
4. The cover page and budget are according to standard format. ☐

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**(II) CLUSTER HEAD:** Palash Kanti Das, ACD, Cluster Head, PRC

I have reviewed and hereby recommend approval of this Project Incitation Document/AWP/Budget revision

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**(III) RESULT AND RESOURCE MANAGEMENT CLUSTER (RRMC):**

CLEARANCE FROM DESK OFFICER	CLEARANCE FROM ACD
<p>[ ] I have verified the attached submission and confirm that this PID/AWP/budget revision is in accordance with existing rules.</p> <p>[ ] Justification for return</p> <p>Signature: _____ Date: _____</p>	<p>Recommendation for approval</p> <p>Signature: _____ Date: _____</p>

Recommended/Approved by DCD

Approved by CD

**Note:** Please return Approved Budget Revision to RRMC who retains original and forwards copy to Programme Manager concern for his/her file and submission to national and, if applicable, UN agencies.



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United Nations Development Programme

Country: Bangladesh

Initiation Plan

Project Title: Inception Phase- National Urban Poverty Reduction Programme (IP-NUPRP)

Expected UNDAF/CP Outcome(s): UNDAF Pillar-6.1- By 2016, at least three million urban poor have improved living conditions and livelihoods to realize their basic rights

Initiation Plan Start Date: 01 April 2016

Initiation Plan End Date: 31 October 2016 (7 Months)

Implementing Partner: UNDP

Brief Description

The aim of the Initiation Plan (IP) is to manage the 8 month long inception phase as foundation building for the Phase-1 of the National Urban Poverty Reduction Programme (NUPRP) and subsequent Phase-2. DFID and UNDP have agreed to begin the NUPRP with an Inception phase that will set the foundations of successful implementation of the NUPRP. The inception phase will invest on setting up a solid and robust system in place for both programme implementation and M&E. Particular attention will be given to crafting strategies for output components and setting up different level of governance mechanism, including outreach and partnership building strategies.

NUPRP will initially focus on 12 to 15 cities/towns. Detailed strategies, methodology and implementation guidelines will be developed for the 5 key Outputs based on the inputs from background studies, lessons learned documentation and contemporary best practices in other parts of the world. A team of consultants will lead the process of developing comprehensive strategy and implementation guidelines for each 5 'Outputs'. Each Output contains multiple and varying themes, therefore, strategies for the Outputs will require consultants with varying specializations. The consultants will assess the requirements, challenges and targets of each output. Henceforth, working together, a comprehensive strategy will be created that incorporates the varying themes within each Output.

Moreover, the development of the Output background, methodology, data selection, indicators and guidelines, will ensure that the two principal cross cutting themes of climate change resilience and the empowerment of women are properly mainstreamed. Climate change resilience capacity and responses guidelines will include planning, management and implementation (of land use planning, municipal and community-level infrastructure provision and housing improvement) and measures to support these activities at the city / town and community level. The final Output strategy and guidelines will be developed in close consultation with DFID and LGD and will meet the requirements presented in the Business Case. Lastly, these activities will be informed by learning and good practices in urban development from UPPR.

<p>Programme Period: April – October 2016</p> <p>Key Result Area: UNDAF Pillar-6 (2012-16)</p> <p>Atlas Award ID: 00084928</p> <p>Project ID: 00092722</p> <p>Start Date: 01 April 2016</p> <p>End Date: 31 October 2016</p> <p>PAC Meeting Date: 04 April 2016</p> <p>Management Arrangements: DIM (Initial Plan-IP)</p>	<p>Total Resources Required: US\$ 1,500,660</p> <p>Total Allocated Resources:</p> <ul style="list-style-type: none"> <li>• TRAC:</li> <li>• Other:</li> <li>•</li> </ul> <p style="margin-left: 400px;">○ DFID: 1,500,660</p> <p style="margin-left: 400px;">○ Govt:</p> <p>Unfunded Budget:</p> <p>In-kind Contributions:</p>
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Agreed by (UNDP):



Date:

Annual Work Plan 2016-Version "A" (Version: 1.0, Dated: 1 April 2016 - 31 October 2016) National Urban Poverty Reduction Programme (NUPRP)-IP												
Outcome: UNDAF Pillar-6.1- Pro-Poor Urban Development												
By 2016, at least three million urban poor have improved living conditions and livelihoods to realize their basic rights												
Outputs  (Activities in ATLAS)	Activities  (Detailed results to be produced for achievement of each output not to be inc. in ATLAS)	Timeframe				Responsible Party	Source of Funds	Account Code	Short Desc	Description	Amount (USD)	
		Q1	Q2	Q3	Q4							
Activity 1: Strengthened pro-poor urban management, policy and planning (Strengthened municipal and national government capacity to deliver pro-poor, climate sensitive urban development)	1.1 Support to formulate National Urban Poverty Reduction Programme											
	Capacity assessment, Social, economic and spatial assessment / Baseline, participatory M&E, GIS		X	X	X	UNDP	DFID	72100	Contr-Cmpy	Contractual Services-Companies	160,000	
	Development of information system		X	X	X	UNDP	DFID	72100	Contr-Cmpy	Contractual Services-Companies	100,000	
	Activity Result:Provide Programme /Technical /Support Assistance											
	City Liaison coordinator		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	43,200	
	Urban planning and Governance coordinator			X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	7,200	
	Urban planning and Management Officer- Town Leader			X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	64,800	
	GIS officer			X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	8,000	
	Field Visit			X	X	UNDP	DFID	71600	Travel	Travel	2,000	
	Direct Project Cost-Staff			X	X	UNDP	DFID	64300	Salary	UNDP cost recovery chrgs-Bills	2,800	
General Management Services (GMS)											31,040	
Sub Total: Activity-1												
Activity 2: Strong community organisations and an effective voice for the urban poor(Strengthened community organization in informal settlements)	2.1 Support to formulate National Urban Poverty Reduction Programme											
	Town & national level workshop		X	X	X	UNDP	DFID	72100	Contr-Cmpy	Contractual Services-Companies	45,000	
	Activity Result:Provide Programme /Technical /Support Assistance											
	Social mobilization and community capacity building coordinator			X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	7,200	
	Documentation officer		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	12,800	
	Field visit		X	X	X	UNDP	DFID	71600	Travel	Travel	2,000	
	Direct Project Cost-Staff		X	X	X	UNDP	DFID	64300	Salary	UNDP cost recovery chrgs-Bills	2,800	
	General Management Services (GMS)		X	X	X	UNDP	DFID	75100	F&A	Facilities & Administration	5,584	
Sub Total: Activity-2												
Activity 3: Improved economic and social well-being for the urban poor(Improved livelihoods and well-being)	3.1 Activity Result:Provide Programme /Technical /Support Assistance										75,384	
	Local economy and livelihood coordinator			X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	7,200	
	Documentation officer		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	12,800	
	Field visit		X	X	X	UNDP	DFID	71600	Travel	Travel	2,000	

Outputs	Activities  (Detailed results to be produced for achievement of each output not to be inc. In ATLAS)	Timeframe				Responsible Party	Source of Funds	Planned Budget			
		Q1	Q2	Q3	Q4			Account Code	Short Desc	Description	Amount (USD)
	Direct Project Cost-Staff		X	X	X	UNDP	DFID	64300	Salary	UNDP cost recovery chrgs-Bills	2,800
	General Management Services (GMS)		X	X	X	UNDP	DFID	75100	F&A	Facilities & Administration	1,984
	Sub Total: Activity-3										26,784
Activity 4: More secure tenure and housing finance for the urban poor (Piloting options to improve land tenure and developing low cost housing initiatives)	4.1 Activity Result-Provide Programme /Technical /Support Assistance										
	Land and social housing coordinator			X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	7,200
	Documentation officer		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	12,800
	Field visit		X	X	X	UNDP	DFID	71600	Travel	Travel	2,000
	Direct Project Cost-Staff			X	X	UNDP	DFID	64300	Salary	UNDP cost recovery chrgs-Bills	2,800
	General Management Services (GMS)	X				UNDP	DFID	75100	F&A	Facilities & Administration	1,984
Sub Total: Activity-4										26,784	
Activity 5: Improved resilient infrastructure in, and serving, low-income settlements (Climate smart rehabilitation of small-scale infrastructure supported)	5.1 Activity Result-Provide Programme /Technical /Support Assistance										
	City Infrastructure and urban services coordinator			X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	7,200
	Documentation officer		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	-
	Field visit		X	X	X	UNDP	DFID	71600	Travel	Travel	2,000
	Direct Project Cost-Staff		X	X	X	UNDP	DFID	64300	Salary	UNDP cost recovery chrgs-Bills	2,800
	General Management Services (GMS)		X	X	X	UNDP	DFID	75100	F&A	Facilities & Administration	960
Sub Total: Activity-5										12,960	
Activity 6: Management & M&E	6.1 Support to formulate National Urban Poverty Reduction Programme through M&E activities										
	International Consultants for M&E and Outputs Strategy development		X	X	X	UNDP	DFID	71200	Intl Cnslt	International Consultants	105,000
	International Consultant to support Planning & M&E		X	X	X	UNDP	DFID	71200	Intl Cnslt	International Consultants	15,000
	Local Consultants for M&E and Outputs Strategy development		X	X	X	UNDP	DFID	71300	Local Cnslt	Local Consultants	60,000
	Documentation & Publication		X	X	X	UNDP	DFID	74200	AudioVisl	Audio Visual&Print Prod Costs	21,000
	Launching event		X			UNDP	DFID	75700	TR,WKSP,CF	Training, Workshops and Confer	5,000
	Anti-corruption and Procurement training; Outputs strategy and methodology training		X	X	X	UNDP	DFID	75700	TR,WKSP,CF	Training, Workshops and Confer	48,000
	Field visit		X	X	X	UNDP	DFID	71600	Travel	Travel	18,000
	Activity Result-Provide Programme /Technical /Support Assistance										
	Senior M&E coordinator		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	21,600
	M&E officer		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	8,000
	Knowledge management officer		X	X	X	UNDP	DFID	71400	ContractSrv	Contractual Services - Individ	35,100
	General Management Services (GMS)		X	X	X	UNDP	DFID	75100	F&A	Facilities & Administration	26,936
	6.2 Formulate National Urban Poverty Reduction Programme through Management support										

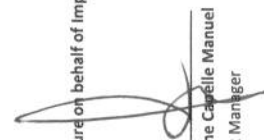



Outputs	Activities	Timeframe				Responsible Party	Source of Funds	Planned Budget			
		Q1	Q2	Q3	Q4			Account Code	Short Desc	Description	Amount (USD)
(Activities in ATLAS)	(Detailed results to be produced for achievement of each output not to be inc. in ATLAS)										

Total by (Activity) (ies):											
	Activity 1		419,040								674,800
	Activity 2		75,384								-
	Activity 3		26,784								-
	Activity 4		26,784								538,000
	Activity 5		12,960								-
	Activity 6		939,708								-
Total by Implement Agency (ies):											-
	NEX		-								-
	UNDP		1,500,660								-
Total by Atlas Fund Code(s):											-
	30000		1,500,660								-
	04000		-								-
Total by Donor(s)											-
	DFID		1,500,660								-
	Unfunded		-								-
	UNDP		-								-

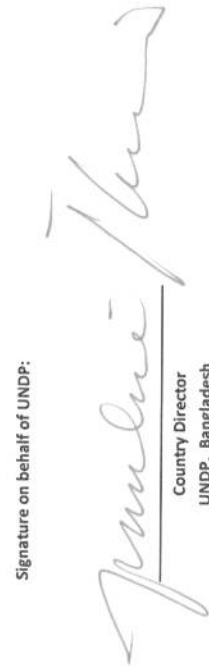
Total for Procurement:											674,800
Total for Cash Advance:											-
Total Programme Cost:											538,000
Total Operational/Administrative Cost:											962,660

Signature on behalf of Implementing Partner:

  
**Sandrine Capelle Manuel**  
 Project Manager  
 NUPRP

  
**Ashekur Rahman**  
 Programme Analyst-Urban  
 Poverty Reduction Cluster

Signature on behalf of UNDP:

  
**Palash Kanti Das**  
 Assistant Country Director  
 Poverty Reduction Cluster  
 Country Director  
 UNDP, Bangladesh





## Multi-Year Budget with UNDP Input - Version A

Country Bangladesh

Budget Type

Version/Status

amount in US\$

## Multi Year Budget

2016

Award ID: 00084928

Award Title : Pro-Poor Urban Development

Project ID : 00092722

Project Title : National Urban Poverty Reduction Programme (NUPRP)-IP

Budgetary Account		Exp. Account		Activity ID	Imp. Agent		Fund		Donor		Amount in USD	
Code	Description	Code	Description		Code	Description	Code	Description	Code	Description	2016	2017
64300	ISS	64300	UNDP cost recovery chrgs-Bills	ACTIVITY1	001981	UNDP	30000	Cost Sharing	00551	DFID	2,800	2,800
71400	ContractSrv	71400	Contractual Services - Individ	ACTIVITY1	001981	UNDP	30000	Cost Sharing	00551	DFID	123,200	123,200
71600	Travel	71600	Travel	ACTIVITY1	001981	UNDP	30000	Cost Sharing	00551	DFID	2,000	2,000
72100	Contr-Cmpy	72100	Contractual Services-Companies	ACTIVITY1	001981	UNDP	30000	Cost Sharing	00551	DFID	260,000	260,000
75100	F&A	75100	Facilities & Administration	ACTIVITY1	001981	UNDP	30000	Cost Sharing	00551	DFID	31,040	31,040
Sub total: Activity1											419,040	419,040
64300	ISS	64300	UNDP cost recovery chrgs-Bills	ACTIVITY2	001981	UNDP	30000	Cost Sharing	00551	DFID	2,800	2,800
71400	ContractSrv	71400	Contractual Services - Individ	ACTIVITY2	001981	UNDP	30000	Cost Sharing	00551	DFID	20,000	20,000
71600	Travel	71600	Travel	ACTIVITY2	001981	UNDP	30000	Cost Sharing	00551	DFID	2,000	2,000
72100	Contr-Cmpy	72100	Contractual Services-Companies	ACTIVITY2	001981	UNDP	30000	Cost Sharing	00551	DFID	45,000	45,000
75100	F&A	75100	Facilities & Administration	ACTIVITY2	001981	UNDP	30000	Cost Sharing	00551	DFID	5,584	5,584
Sub total: Activity2											75,384	75,384
64300	ISS	64300	UNDP cost recovery chrgs-Bills	ACTIVITY3	001981	UNDP	30000	Cost Sharing	00551	DFID	2,800	2,800
71400	ContractSrv	71400	Contractual Services - Individ	ACTIVITY3	001981	UNDP	30000	Cost Sharing	00551	DFID	20,000	20,000
71600	Travel	71600	Travel	ACTIVITY3	001981	UNDP	30000	Cost Sharing	00551	DFID	2,000	2,000
75100	F&A	75100	Facilities & Administration	ACTIVITY3	001981	UNDP	30000	Cost Sharing	00551	DFID	1,984	1,984
Sub total: Activity3											26,784	26,784
64300	ISS	64300	UNDP cost recovery chrgs-Bills	ACTIVITY4	001981	UNDP	30000	Cost Sharing	00551	DFID	2,800	2,800
71400	ContractSrv	71400	Contractual Services - Individ	ACTIVITY4	001981	UNDP	30000	Cost Sharing	00551	DFID	20,000	20,000
71600	Travel	71600	Travel	ACTIVITY4	001981	UNDP	30000	Cost Sharing	00551	DFID	2,000	2,000
75100	F&A	75100	Facilities & Administration	ACTIVITY4	001981	UNDP	30000	Cost Sharing	00551	DFID	1,984	1,984
Sub total: Activity 4											26,784	26,784
64300	ISS	64300	UNDP cost recovery chrgs-Bills	ACTIVITY5	001981	UNDP	30000	Cost Sharing	00551	DFID	2,800	2,800
71400	ContractSrv	71400	Contractual Services - Individ	ACTIVITY5	001981	UNDP	30000	Cost Sharing	00551	DFID	7,200	7,200
71600	Travel	71600	Travel	ACTIVITY5	001981	UNDP	30000	Cost Sharing	00551	DFID	2,000	2,000
75100	F&A	75100	Facilities & Administration	ACTIVITY5	001981	UNDP	30000	Cost Sharing	00551	DFID	960	960
Sub total: Activity 5											12,960	12,960
71200	Intl Cnslt	71200	International Consultants	6.1 M&E	001981	UNDP	30000	Cost Sharing	00551	DFID	120,000	120,000
71300	Local Cnslt	71300	Local Consultants	6.1 M&E	001981	UNDP	30000	Cost Sharing	00551	DFID	60,000	60,000
71400	ContractSrv	71400	Contractual Services - Individ	6.1 M&E	001981	UNDP	30000	Cost Sharing	00551	DFID	64,700	64,700
71600	Travel	71600	Travel	6.1 M&E	001981	UNDP	30000	Cost Sharing	00551	DFID	18,000	18,000
74200	AudioVisi	74200	Audio Visual&Print Prod Costs	6.1 M&E	001981	UNDP	30000	Cost Sharing	00551	DFID	21,000	21,000
75700	TR,WKSP,CF	75700	Training, Workshops and Confer	6.1 M&E	001981	UNDP	30000	Cost Sharing	00551	DFID	53,000	53,000
75100	F&A	75100	Facilities & Administration	6.1 M&E	001981	UNDP	30000	Cost Sharing	00551	DFID	26,936	26,936
Sub total: Activity 6.1											363,636	363,636
61300	Salary-IP	61300	Salary & Post Adj cost IP staff	6.2 Mgt	001981	UNDP	30000	Cost Sharing	00551	DFID	161,000	161,000



Budgetary Account		Exp. Account		Activity ID	Imp. Agent		Fund		Donor		Amount in USD	
Code	Description	Code	Description		Code	Description	Code	Description	Code	Description	2016	2017
64300	ISS	64300	UNDP cost recovery chrgs-Bills	6.2 Mgt	001981	UNDP	30000	Cost Sharing	00551	DFID	-	-
71400	ContractSrv	71400	Contractual Services - Individ	6.2 Mgt	001981	UNDP	30000	Cost Sharing	00551	DFID	150,900	150,900
71600	Travel	71600	Travel	6.2 Mgt	001981	UNDP	30000	Cost Sharing	00551	DFID	26,200	26,200
72200	Equip&Furn	72200	Equipment and Furniture	6.2 Mgt	001981	UNDP	30000	Cost Sharing	00551	DFID	45,000	45,000
72400	Comm&AV	72400	Communic & Audio Visual Equip	6.2 Mgt	001981	UNDP	30000	Cost Sharing	00551	DFID	8,000	8,000
72500	Supplies	72500	Stationery & other Office Supp	6.2 Mgt	001981	UNDP	30000	Cost Sharing	00551	DFID	17,100	17,100
72800	InfoTechEq	72800	Information Technology Equipmnt	6.2 Mgt	001981	UNDP	30000	Cost Sharing	00551	DFID	2,400	2,400
73100	Rnti&Maint	73100	Rental & Maintenance-Premises	6.2 Mgt	001981	UNDP	30000	Cost Sharing	00551	DFID	51,500	51,500
73400	Rnti&Maint	73400	Rental & Maint of Other Equip	6.2 Mgt	001981	UNDP	30000	Cost Sharing	00551	DFID	28,000	28,000
74200	AudioVisi	74200	Audio Visual&Print Prod Costs	6.2 Mgt	001981	UNDP	30000	Cost Sharing	00551	DFID	1,300	1,300
74300	Contribut	74300	Contributions	6.2 Mgt	001981	UNDP	30000	Cost Sharing	00551	DFID	16,000	16,000
74500	MiscExp	74500	Miscellaneous Expenses	6.2 Mgt	001981	UNDP	30000	Cost Sharing	00551	DFID	26,000	26,000
75100	F&A	75100	Facilities & Administration	6.2 Mgt	001981	UNDP	30000	Cost Sharing	00551	DFID	42,672	42,672
Sub total: Activity 6.2											576,072	-
Sub total: Activity 6											939,708	-
Grand Total											1,500,660	-

Summary of the Budget											Amount in USD	
											2016	2017
Total Budget by ACTIVITY											419,040	419,040
											75,384	75,384
											26,784	26,784
											26,784	26,784
											12,960	12,960
											939,708	939,708
Total Budget by Fund											1,500,660	-
											1,500,660	1,500,660
Total Budget by Donor											00012	-
											00551	1,500,660

#### Notes:

1. The above budget is informative/indicative only. Actual Budget may vary depending on the arrangement/availability of Implementing Partner/Fund/Donors.
2. The soft version of a budget is required to be submitted to the RRMC at the time of revision/approval.
3. The AWP, generated from ATLAS, should exactly match with the provision of the respective year.

Signature on behalf of Implementing Partner:

Sandrine Capelle Manuel  
Project Manager  
NUPRP

Ashekur Rahman  
Programme Analyst  
Poverty Reduction Cluster

Palash Kanti Das  
Assistant Country Director  
Poverty Reduction Cluster

Signature on behalf of UNDP:

Country Director  
UNDP, Bangladesh

**Procurement Plan 2016**  
**National Urban Poverty Reduction Programme (NUPRP)-IP (Award ID: 84928, Project ID: 92722)**

Data to be provided/completed by Programme/Project													Data to be completed by Procurement				
Sl.	Project Nme	Project ID	Type of Supply	Level of Categorization	Brief Description of goods, services or works	Unit of Measure	Quantity/ Duration	Estimated Unit Price (USD)	Estimated Total Price (USD)	Available budget (USD)	Responsible authorities (NEX/DEX)	Target Delivery Date (Q1/Q2/Q3/Q4)	Recommended Timing of Requisition (date)	Procurement Method	Type of Competition	Type of Contract	Comments
I	NU-IP	94551	International Consultant	-	International Consultants for M&E and Outputs Strategy development	unit	3	35,000	105,000	105,000	DEX	Q2 & Q3					
	NU-IP	94551	International Consultant		International Consultant to support Planning & M&E	unit	1	15,000	15,000	15,000	DEX	Q2 & Q3					
	NU-IP	94551	Local Consultant	-	Local Consultants for M&E and Outputs Strategy development	unit	3	20,000	60,000	60,000	DEX	Q2 & Q3					
	NU-IP	94551	Contact Company	-	Capacity assessment, Social, economic and spatial assessment / Baseline, participatory M&E, GIS	unit	1	160,000	160,000	160,000	DEX	Q2 & Q3					
	NU-IP	94551	Contact Company	-	Development of Information system	unit	1	100,000	100,000	100,000	DEX	Q2 & Q3					
	NU-IP	94551	Contact Company	-	Town & national level workshop	unit	1	45,000	45,000	45,000	DEX	Q2 & Q3					
	NU-IP	94551	Contact Company	-	Documentation & Publication	unit	1	21,000	21,000	21,000	DEX	Q2 & Q3					
	NU-IP	94551	Contact Company	-	Anti-corruption and Procurement training; Outputs strategy and methodology training	unit	1	48,000	48,000	48,000	DEX	Q2 & Q3					
	NU-IP	94551	Equip&Furn	-	Furniture	Bulk	1	10,000	10,000	10,000	DEX	Q2 & Q3					
	NU-IP	94551	Equip&Furn	-	Machinery and Equipment	Bulk	1	40,000	40,000	40,000	DEX	Q2 & Q3					
	NU-IP	94551	Supplies	-	Stationary & Supplies	unit	2	3,000	6,000	6,000	DEX	Q2 & Q3					
	NU-IP	94551	Rnt&Maint	-	O & M vehicle	unit	8	3,000	24,000	24,000	DEX	Q2 & Q3					
	NU-IP	94551	Rnt&Maint	-	R & M Equipment	unit	4	1,000	4,000	4,000	DEX	Q2 & Q3					
	NU-IP	94551	Rnt&Maint	-	Rental of Office premises	unit	7	4,500	31,500	31,500	DEX	Q2 & Q3					
	NU-IP	94551	InfoTechEq	-	Computer Accessories	unit	1	2,000	2,000	2,000	DEX	Q2 & Q3					
	NU-IP	94551	AudioVisi	-	Printing & Publication	unit	1	2,000	2,000	2,000	DEX	Q2 & Q3					
	NU-IP	94551	AudioVisi	-	Printing & Publication	unit	1	1,300	1,300	1,300	DEX	Q2 & Q3					
Total Amount in USD										674,800		674,800					

**Recruitment Plan for 2016**  
**National Urban Poverty Reduction Programme (NUPRP)-IP (Award ID: 84928, Project ID: 92722)**

Position	Number of position	Justification attached Yes/No	Contract modality	Grade/Level	Contract duration	Funding source	Remarks
Senior Liaison Coordinator	1	Yes	SC	SB4	1 Year		
City Liaison Coordinator	2	Yes	SC	SB4	1 Year		
MAU Coordinator	1	Yes	SC	SB4	1 Year		
Senior M&E Coordinator	1	Yes	SC	SB4	1 Year		
Urban Planning & Governance Coordinator	1	Yes	SC	SB4	1 Year		
Social mobilization and community capacity building coordinator	1	Yes	SC	SB4	1 Year		
Local economy and livelihood coordinator	1	Yes	SC	SB4	1 Year		
Land and social housing coordinator	1	Yes	SC	SB4	1 Year		
CC, Infrastructure and urban services coordinator	1	Yes	SC	SB4	1 Year		
Town Manager	12	Yes	SC	SB3	1 Year		
M&E Officer	1	Yes	SC	SB3	1 Year		
GIS Officer	1	Yes	SC	SB3	1 Year		
Documentation Officer	3	Yes	SC	SB3	1 Year		
Knowledge Management Officer	2	Yes	SC	SB3	1 Year		
Operations Coordinator	1	Yes	SC	SB5	1 Year		
Finance Specialist	1	Yes	SC	SB4	1 Year		
Finance Officer	1	Yes	SC	SB3	1 Year		
Admin, Procurement & HR Specialist	1	Yes	SC	SB4	1 Year		
ICT Officer	1	Yes	SC	SB3	1 Year		
Office Assistant	1	Yes	SC	SB2	1 Year		
Secretary	1	Yes	SC	SB1	1 Year		
Massenger	1	Yes	SC	SB1	1 Year		
Driver	4	Yes	SC	SB1	1 Year		

**M & E Plan 2016**  
**National Urban Poverty Reduction Programme (NUPRP)-IP (Award ID: 84928, Project ID: 92722)**

Sl.	AWP Line	Activity	Description	Firm/Int Consultants/IC	Cost(USD)	Procurement timing	Implementation
1	Outcome studies	Capacity assessment, Social, economic and spatial assessment / Baseline, participatory M&E, GIS	<ul style="list-style-type: none"> <li>Evaluations options tested and set-up: Randomized Control Trials( RCT); Longitudinal Studies and; external Evaluability Assessment;</li> <li>Baseline studies completed;</li> <li>Geo-tagging options for monitoring explored for feasibility and Value for Money;</li> <li>Beneficiaries' Feedback mechanisms tested and the best option(s) is/are developed for implementation period.</li> </ul>	Firm	160,000	Q2	Q2 & Q3
2	M&E Framework development	Development of Information system	Implementation of M&E Framework through various tools and methods	Firm	100,000	Q2	Q2 & Q3
3	International Consultants	International Consultants for M&E and Outputs Strategy development	To support the Urban legislation, governance, land market, social, socio-economic, social housing finance, Climate change, infrastructures and services and housing programming	Int.Con	105,000	Q2	Q2 & Q3
4	International Consultants	International Consultant to support Planning & M&E	To support the Urban legislation, governance, land market, social, socio-economic, social housing finance, Climate change, infrastructures and services and housing programming	Int.Con	15,000	Q2	Q2 & Q3
5	Local Consultants	Local Consultants for M&E and Outputs Strategy development	To support the Urban legislation, governance, land market, social, socio-economic, social housing finance, Climate change, infrastructures and services and housing programming	Local Con	60,000	Q2	Q2 & Q3
6	Printing	Documentation & Publication	5 components guidelines, M&E guideline and City information guideline	Audio visual	21,000	Q3	Q4