



**Project Document**  
**Government of the People's Republic of Bangladesh**

**Project Title:** National Urban Poverty Reduction Programme (NUPRP)

**Project Number:** 00084928

**Implementing Partner:** Local Government Division, MoLGRDC

**Start Date:** 01 October 2016      **End Date:** 28 February 2022      **PAC Meeting date:** 29 June 2016

**Brief Description**

The project is to provide support towards contributing to balanced, sustainable growth and reduction of urban poverty in Bangladesh. NUPRP will work nationwide and cover up to 6 million poor people living in cities and towns in Bangladesh, and be open to all City Corporations and Class A Pourashavas. NUPRP will initially focus on up to 36 cities/ towns in two phases throughout 2016-2022; this project will contribute to ensure a sustainable improvement in the livelihoods and living conditions of up to 6 million poor people living in urban areas which are detailed in five Outputs. These being: 1) Strengthened pro-poor urban management, policy and planning 2) Strong Community organisations and an effective voice for the urban poor 3) Improved economic and social well-being for the urban poor 4) More secure tenure and housing finance for the urban poor and 5) Improved resilient infrastructure in, an serving, low income settlements. The ultimate intended beneficiaries of this intervention are the poor and vulnerable urban people, now and in future years. Based on evidence outlined in the previous UPPR reviews and similar types of urban interventions in Bangladesh, the NUPRP reasonably expects a wide range of benefits to result from the interventions at fiscal, meso and macro level. Given the ever expanding size of the urban centres and the populations that will be linked to employment opportunities, interventions targeting urban poor people should affect overall economic growth, income inequality, employment and the poverty situation.

**Contributing Outcome (UNDAF/CPD-2017-20):**

Outcome 1: Increase opportunities, especially for women and disadvantaged groups to contribute to and benefit from economic progress

**Indicative Output(s):** 1.1- *The Government has knowledge and skills to better target remaining pockets of poverty and expand opportunities for women to contribute to and benefit from economic progress* 1.2- *National and local government have the capacity to implement urban and rural poverty policies and programmes*

Total resources required:		USD 112,000,000
Total resources allocated:	UNDP:	1,000,000
	UK Aid:	83,000,000
	Government:	13,000,000
	Unfunded (Potential source : LGI, Community and other donors)	15,000,000
	In-Kind:	N/A

**Agreed by (signatures):**

Government	UNDP	Implementing Partner
 Shamima Nargis Additional Secretary (UN) Economic Relations Division Date: 04 January 2017	 Sudipto Mukerjee Country Director UNDP Bangladesh Date: 04 January 2017	 A S M Mahbulul Alam Director General Local Government Division Date: 04 January 2017

**Shamima Nargis**  
Additional Secretary  
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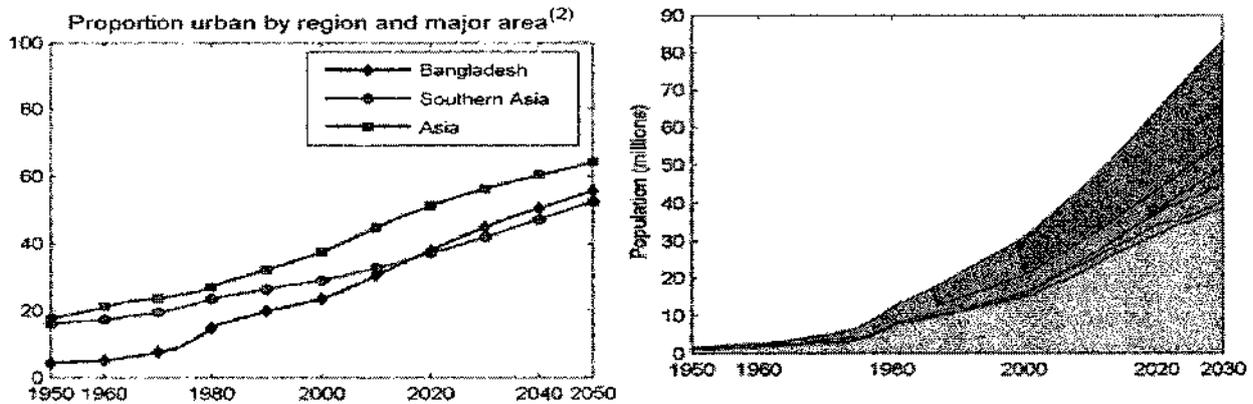
**Sudipto Mukerjee**  
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## I. SITUATION ANALYSIS

### 1.1 Development Challenge

As with most of South Asia, urbanisation is occurring rapidly in Bangladesh, with similar problems like inadequate infrastructure and service provision, increasing land prices, weak governance and accountability.<sup>1</sup> In addition, 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>



**Figures 1 and 2** - Population Growth Projections for Bangladesh (a) in comparison with the region and (b) across towns and cities (where light blue indicates a population under 300,000 and pink cities with more than 10 million inhabitants)

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>4</sup> (broadly, Class A Pourashavas and City Corporations in Bangladesh<sup>5</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>6</sup>. Whilst overall poverty rates in Bangladesh have declined (from 35% in 2000 to 21% in 2010)<sup>7</sup>, it is suggested that around 20% of the urban population (9.7 million) are poor and 7% (3.2 million) extremely poor.

#### Main Aspects of Urban Development in Bangladesh

- Rapid, unplanned, low resilience urbanisation.
- Strain on urban centres will grow, with the poor most affected.
- Urban poverty and vulnerability in Bangladesh is particularly challenging.
- Growth and jobs in the urban space have been - and *could* continue to be - key drivers for poverty reduction for Bangladesh.
- National and municipal urban governance is weak, further exacerbating challenges for the poor.
- Notwithstanding the urban governance challenge in Bangladesh, UPPR and other urban programmes have shown that progress is possible.
- Exacerbating the above, communities and government face increasing challenges from climate related shocks and stresses.
- In addressing these challenges, GoB and donor co-ordination is somewhat fragmented.

<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> UNDESA (2014) World Urbanisation Prospects

<sup>5</sup> Class A Pourashavas are those with an income of more than BDT 6m.

<sup>6</sup> World Bank (2012) Bangladesh: Towards Accelerated, Inclusive and Sustainable Growth – Opportunities and Challenges, Washington, World Bank (2 vols)

<sup>7</sup> Bangladesh Household Income and Expenditure Survey 2010, Bangladesh Bureau of Statistics (BBS)

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. It is argued that that income measures do little justice to the deprivations of the urban poor. It is a fact that 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 and rural wages rising in the rural areas. But, this happy balance and the resulting good growth with poverty reduction cannot be guaranteed to continue.

Bangladesh, being one of the most vulnerable countries in the world to climate change, urban centres along the southern coastal belt are particularly at risk - for example from salt water intrusion or increased strain on already limited drainage systems. People are already factoring environmental issues into migration decisions, for example responding to seasonal flood events by migrating into towns for work.<sup>8</sup> Continued climate change will mean that these factors become increasingly important in determining migration patterns<sup>9</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 in urban areas.

The Government of Bangladesh (GOB) has developed a new policy on urban development, which is due for formal adoption. The new policy envisages the transformation of Bangladesh from a rural agro-based economy into an urban manufacturing economy. Among the directions and objectives set out are:<sup>10</sup>

- a) Facilitating economic development, employment generation, reduction of inequality and poverty eradication through appropriate regulatory frameworks and infrastructure provisions.
- b) Involving all sectors of the community, including women and the poor, in participatory decision-making and implementation processes.
- c) Ensuring social justice and inclusion by measures designed to increase the security of poor people through their access to varied livelihood opportunities, secure tenure and basic affordable services.
- d) Taking account of the needs of women, men, children, youth, the elderly and the disabled in developing policy responses and implementation.
- e) Devolving much of the authority, power and responsibility for urban development and poverty reduction to local urban authorities and building their capacity so they can do the job properly.

## 1.2 Rationale

The contribution of urban Bangladesh and the urban poor to economic growth is significant, but must be sustainable. The urban agenda is a critical component of the economic growth agenda in Bangladesh. Urbanization and economic growth have been strongly correlated since the 1980s. It is estimated that urban areas contribute 60% of Bangladesh gross domestic product (GDP).<sup>11</sup> The Dhaka metropolitan area alone generates 36% of total output.

The contribution of slum dwellers to urban GDP has been estimated to be 9% in 2010, which is projected to increase to 14% in 2021. The estimates of slum and non-slum GDP indicate that the income gap between the slum and non-slum residents is likely to widen.<sup>12</sup> This suggests that for many rural landless poor, moving to a town finding a job is the best way for them to climb out of poverty. But whilst economic

<sup>8</sup> CDKN (2014) Climate Change and Migration – Living on the Go. [www.cdkn.org](http://www.cdkn.org)

<sup>9</sup> Walsham, M (2010) Assessing the Evidence: Environment, Climate Change and Migration in Bangladesh. IOM, Dhaka

<sup>10</sup> In particular see the Sixth Five Year Plan (2011-2015), The Outline Perspective Plan of Bangladesh 2010-2021, and the GOB Draft Urban Sector Policy. Available at: <http://bit.ly/1cF7SxX>, <http://bit.ly/1aRSEUH>, and <http://bit.ly/1uuiror> respectively.

<sup>11</sup> World Bank (2012), UNICEF (2010).

<sup>12</sup> UNICEF estimates the per capita income of slum residents to be \$750. The per capita income of non-slum residents is calculated applying a residual method. Although UNICEF assumption appears very generous, we stick to this assumption for 2021 calculation.

opportunities are enticing they come at a price. Cities are expensive places to live, and particularly so for the poor that: a) may have to live in poor quality housing for which they pay a disproportionately high price, b) but with high rents that do not provide security<sup>13</sup>, and c) who often pay more for water that is not as clean and electricity that is less reliable.<sup>14</sup> For the urban poor, the route to a better life is difficult. The aim of this programme is to help remove some of those obstacles.

It is not just the poor who are affected by the challenges of living in cities. The ready-made garment (RMG) sector is of special significance at this stage in the urbanization process, has played a pivotal role in the national economy and has largely shaped the pattern of urban development in the Dhaka region. It is estimated that the sector accounts for approximately 76% of the total export earnings and 10% of GDP. There are about 4,000 garments factories employing approximately 2.5 million people, among which 80% are women. The difficulty of finding somewhere to live and the high cost of living are the main cause of high turnover in the garment industry, which reduces overall productivity.<sup>15</sup> For the poor, more secure and better quality housing and living conditions are high priorities. This would also benefit the industries they work for by reducing workforce turnover.

The situation that Bangladesh now finds itself in could have been avoided. It is largely the result of unplanned and poorly managed urban growth. But it is not too late to start to turn things around. Apart from the obvious benefits both to the urban poor themselves and to the wider economy, the consequences of doing nothing could be serious. The urban poor are adaptable, organised, enterprising and focused on improving their lives rather than venting their frustration at the injustices of their daily lives. So far, they have proved remarkably tolerant of their poor living conditions and the widening gap between them and those better-off. But the sooner action is taken to help turn Bangladesh's growing wealth into well-being for the urban poor, the less likely it is that their patience will run out.

A 'comprehensive sector development programme' anticipated for completion by November 2015 will further strengthen the urban policy framework. The broader overarching national policy framework set out in The Sixth Five Year Plan sets out how lack of land, capital, credit and skills combine to keep the urban poor trapped in poverty. Reducing urban poverty will require improvements to all of these. Enabling the poor to break out of this trap entails increasing their access to credit, capital, training and – crucially – more secure tenure for their housing. Interventions focused on community organization; skills creation; savings generation; community infrastructure provision; secure and healthy living condition will help break the low factor endowment trap. The Seventh Five Year Plan (2016-2020) provides a considerable opportunity to address the current gap in urban sector development policy in general, and targeted urban poverty specifically.

Underpinning these interventions, local government units, in particular Pourashavas and City Corporations need to have the capacity to continue to support the development of the urban poor. Whilst notable advances have been made in strengthening urban governance and management over the last decade – much remains to be done. Municipal own-source revenue generating capacity and performance is weak with inadequate collection rates, and the revenue tax base (the number of holdings) is stagnant. An uplift in municipal finances and the subsequent targeting of resources for urban poverty reduction through performance based allocations remains a significant challenge. Staff numbers, technical capacity and skills represent a significant constraint for local government, as does the absence of organisational ('strategic') plans to prioritise development goals and set measurable targets. The capacity for local governments to reflect poverty reduction measures in land use master plans, and to assess and respond to climate change has also been noted.

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<sup>13</sup> Sattar (2014).

<sup>14</sup> Land values in parts of Dhaka exceed those in Manhattan, making evictions a constant threat for those living in informal settlements. The average rent in slums is BDT41 per square foot. A middle class flat in Mohammadpur costs BDT13 per square foot. See Shaon, A. I. 2014, available at: <http://bit.ly/1p6HZvZ>.

<sup>15</sup> World Bank 2012 (vol ii): 172. World Bank analysis reports that the turnover of manufacturing workers when compared with eight Asian manufacturing locations was joint highest in Bangladesh: the lack of affordable housing that is the most prevalent reason cited by garment firms in Dhaka.

The national policy framework and collaboration between agencies needs to be strengthened, and underscored by building the autonomy and the capacity of cities. Inclusive governance, coupled with better local government management and planning that spearhead sustainable and equitable development must be supported as the effective local government is critical to sustainable, efficient and equitable urban development. An essential component of enabling the urban poor to engage more effectively with local government is to build the capacity of ULGs to effectively interface with the urban poor: to better comprehend needs and how to work with the urban poor in partnerships to address these.

There is considerable latitude to strengthen the longer term planning in local government so that it better promotes urban growth and development that reflects the needs of the urban poor and tackles poverty. Land use planning is a fundamental in addressing a range of issues and influencing the location, type, design, quality, and timing of development – they must be used in urban Bangladesh to target more equitable urban development.

A handwritten signature in black ink, consisting of a large, stylized loop followed by a few strokes that trail off to the right.

## II. STRATEGY

NUPRP will build on the work of UPPR which has illustrated the progress that can be made with enhancing the status of women through targeting and taking deliberate efforts to include them in the community development work, not just as participants, but also in positions of leadership.

These strengths will be built on and the programme includes provision for additional work in particular to address the growing problem of violence against women and girls in informal and low-income settlements, and to prevent early marriage. Recognising the distinct exacerbated disadvantage encountered by people with disabilities that cut across vulnerable groups, a third cross-cutting element will ensure that the needs of people with disabilities are addressed.

The NUPRP will develop a genuinely national approach to urban poverty reduction. This will combine the successful elements of the Urban Partnerships for Poverty Reduction (UPPR) Project whilst building on the experience of existing urban development projects, both those having a direct impact on poor people, and those contributing to wider urban development and governance and that have an indirect impact on poor people.

### National Urban Poverty Reduction Programme 2016–2022: AT A Glance

**Goal:** Contribute to balanced, sustainable growth and reduction, of urban poverty in Bangladesh.

**Outcome:** A sustainable improvement in the livelihoods and living conditions of up to 6 million poor people living in urban areas.

**Target urban areas:** NUPRP will work nationwide and cover up to 6 million poor people living in cities and towns in Bangladesh, and be open to all City Corporations and Class A Pourashavas. NUPRP will initially focus on up to 36 cities / towns in two phases.

Component 1	Component 2	Component 3	Component 4	Component 5
Strengthened pro-poor urban management, policy and planning	Strong community organisations and an effective voice for the urban poor	Improved economic and social well-being for the urban poor	More secure tenure and housing finance for the urban poor	Improved resilient infrastructure in, and serving, low-income settlements
1A Strengthened municipal pro-poor urban management and planning (a) Strengthened pro-poor municipal urban governance (b) Strengthened municipal financial management and performance (c) Strengthened municipal pro-poor and climate resilient urban planning	2A More community level structures created  2B Community-to-community support services established	3A Skills and enterprise development for the urban poor provided  3B Improved nutrition  3C Prevention of early marriage strengthened  3D Prevention of violence against women and girls strengthened <b>Socio-Economic Fund</b>	4A Improved tenure security  4B Improved access to housing loans and financing  4C Affordable and resilient housing for the urban poor promoted  <b>Community Housing Development Fund</b>	5A Improved community-based infrastructure  5B Better municipal climate resilient infrastructure  <b>(5A) Settlements Improvement Fund</b>  <b>(5B) Climate Resilient Municipal Infrastructure Fund</b>
1B Strengthened national pro-poor policy and organisation capacity (a) Strengthened national urban policy frameworks and implementation (b) Strengthened national urban networks				

## Theory of Change

The overarching theory of change in urban development, and with a specific focus on urban poverty reduction, is relatively complex, contingent on a range of factors, and will vary between countries and cities. But there is an emerging consensus on the foundations for promoting urban development and tackling poverty, internationally and in Bangladesh.

In outline, the theory of change is that:

- If the national policy framework and collaboration between agencies is strengthened, and underscored by building the autonomy and the capacity of urban local government (ULG),
- And inclusive governance, coupled with better local government management and planning spearheads local sustainable and equitable urban development,
- And the urban poor are better organised, represented and recognised, and develop greater safety, security and well-being,
- Then towns will be more inclusive of the urban poor and able to target poverty reduction, be better planned and more resilient to the impact of climate change, and provide the context for, and support of, local economic development.

The national policy framework and collaboration between agencies needs to be strengthened, and underscored by building the autonomy and the capacity of cities

A national level framework provides the foundation for urban development and for urban poverty reduction. It needs to emphasise the value of, and opportunities presented by, cities. It requires better coordination between agencies with an urban mandate (policy and implementation), and is underscored by a decentralisation of authority to urban local government.<sup>16</sup> The evidence from Bangladesh suggests that policy and practice at all levels of government have resulted in inequalities in education, health, income levels and political power. Urban poverty reduction, whilst flagged in national policy, is weakly articulated and inadequately targeted.<sup>17</sup> This prevents the urban poor from benefiting from the opportunities arising from urban growth.

The centralized character of the Bangladesh government system means that local government is heavily dependent on central government. Central government substantially controls the personnel system (through senior staff appointments), supervises and controls finances and has a strong bearing on local government administration. The presence of strong locally elected mayors with authority and money to address problems is continually emphasised at the city level and through local government networks and associations (internationally and nationally).<sup>18</sup> Equally important as evidence has shown, is the capacity of local government organisations and staff to deliver services, and effectively interface with the urban poor.<sup>19</sup> Insufficiently targeted policies (in land use planning and infrastructure development, housing, health, education and skills training) can help ensure urban poverty is reduced. Creating a sufficient voice for the urban poor to help shape these policies is therefore critical, but weakly articulated at present.

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<sup>16</sup> There are a range of GOB ministries, departments and agencies with a mandate in urban sector (or sub-sector) development. By international standards there is nothing unusual with this: collaboration and cooperation (both mandatory and voluntarily) are international norms. Comparative analysis of 78 metropolitan regions worldwide reported in *Competitive Cities in the Global Economy* (OECD, 2006).

<sup>17</sup> The SFYP: a) contains no economic strategies for city corporations, municipalities or development authorities, b) contains no institutional or organisational objectives for city corporations, municipalities or central agencies (MLGRDC, MPWH), c) has no specific targets for city corporations and municipalities or for MLGRDC and MPWH, and d) does not link objectives and strategies for cities and municipalities to other major economic investments that indirectly will be significant in addressing urban poverty. The framework for reducing urban poverty and measuring performance is weak. The only attributed 'urban' outcome, indicators and targets recorded by the SFYP is "reduced urban poverty and improved living conditions through better city governance and service improvements" to be measured through: (i) % of city corporations' expenditure raised autonomously, and (ii) % of urban population with regular employment.<sup>17</sup> Water and sanitation ("increased availability of safe water and sanitation facilities, particularly of the poor") sets indicators for: (i) % of population using improved drinking water sources (urban/rural), and (ii) % of population using improved sanitary facilities (urban/rural).

<sup>18</sup> For example through the Asian Mayors Forum, CityNet, United Cities and Local Governments (UCLG), Commonwealth Local Government Forum and national local government and/or mayors associations.

<sup>19</sup> Plummer, J. (2000) 'Municipalities and Community Participation: A sourcebook for capacity building', Earthscan.

The evidence internationally is that urban development in general, and poverty reduction more specifically, will be achieved more efficiently and expeditiously where urban local government is provided with adequate, predictable, and un-restricted inter-government fiscal transfers (block grants) and sufficient administrative and political autonomy to run their cities.<sup>20</sup> Insufficient fiscal transfer is one of the major obstacles to more efficient and equitable urban development internationally: in Bangladesh the share of national income distributed to urban local government is very low.<sup>21</sup>

Inclusive governance, coupled with better local government management and planning that spearhead sustainable and equitable development must be supported

Effective local government is critical to sustainable, efficient and equitable urban development. But greater freedom and finance to local government to plan and manage the development of their own cities, does not in itself guarantee, better focused, more pro-poor policy and delivery. International practice emphasises the significance in building and targeting the resource base of local government (the money raised and spent locally) and the capacity of local government organisations and staff to deliver. An essential component of enabling the urban poor to engage more effectively with local government is to build the capacity of ULGs to effectively interface with the urban poor: to better comprehend needs and how to work with the urban poor in partnerships to address these.<sup>22</sup> The focus will be on getting a full set of Government services for the poor urban people in building and targeting the resource base of local government (the money raised and spent locally) and the capacity of local government organisations and staff to deliver.

International practice confirms that cities are increasingly addressing resourcing constraints from central government transfers so as to provide the funds for urban development through raising municipal revenues and improving cost recovery, and securing developer contributions, in cash or kind, for infrastructure, low income housing, and community facilities.

By international benchmarks urban local government revenues are exceptionally low in Bangladesh (even compared to countries with lower per capita GDP and lower urbanization levels). Improved collection is compounded by narrowness of the tax base (the number of holdings), gross under-valuation and the overall level of demand.<sup>23</sup> But there is good evidence that this can be significantly improved.<sup>24</sup> There is consensus: holding tax has the potential to provide the principal source of revenue for local governments and that efforts to improve coverage, assessment and collection have only scratched the surface and are not yet sustainable. There is little evidence that municipal funds are yet being systematically allocated to urban poverty reduction measures.<sup>25</sup> A marked uplift in locally generated revenue will provide the fiscal space to make specific allocation of resources for the urban poor possible.<sup>26</sup>

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<sup>20</sup> For city corporations financial analysis on inter-government fiscal concludes it is a 'volatile, non-formulae based and negligible' transfer with a per capita per day transfer of BDT 1 to 2 (based on a five year average for FYs 2006/07 to 2011/11). The MGSP TA reported – based on interviews with city corporation and pourashava mayors and staff – that amount of the ADP block grants was minimal and less than USD 2.50 per annum per capita.

<sup>21</sup> LGED (2011) 'Analysis of Issues and Options 1', prepared by BMB Mott MacDonald for the Local Government Engineering Department (Bangladesh) and World Bank review of the Municipal Services Programme. Available from LGED / World Bank (Dhaka).

<sup>22</sup> Plummer, J. (2000) 'Municipalities and Community Participation: A sourcebook for capacity building', Earthscan.

<sup>23</sup> The holding tax base is very narrow across the urban sector. Of the city corporations assessed under the UPEHSDP TA the % holding tax coverage varied from a high of 55.3% in Barisal (40,187 holdings) to a low of just 8% in Dhaka (125,379 holdings). This analysis compared the number of holdings (2011 Census) to the total number of holdings liable for assessment and taxation.

<sup>24</sup> Of the 35 pourashavas participating in UGIIP-2 phases 1 and 2 the aggregate holding tax efficiency increased over three financial years: 45% (2009/10), 55% (2010/11) and 85% (2011/12). The total holding tax collection of these 35 pourashavas FY 2010/11 to 2011/12 was BDT 1,019 million. The total collection of tax and non-tax revenue over the same period was BDT 3,226 million. Figures supplied by UGIIP-2.

<sup>25</sup> A policy review of a sample of UPPR towns concluded that where allocations are made these are small in scale, arbitrary in nature and vary annually. Source: UNDP / UPPR Project (2014)

<sup>26</sup> Bangladesh urban local government is not alone. Comparative international analysis by the Lincoln Institute reports that: a) user charges and property taxes are dramatically underused as revenue-mobilization instruments in almost all metropolitan areas in

There is considerable latitude to strengthen the longer term planning in local government so that it better promotes urban growth and development that reflects the needs of the urban poor and tackles poverty.

Land use planning is a fundamental in addressing a range of issues and influencing the location, type, design, quality, and timing of development – they must be used in urban Bangladesh to target more equitable urban development. In principle, zoning and targeted land use conditions can play a crucial role in achieving broader urban and economic development (such as a % of low cost housing units required on development sites over a certain size, or financial contributions to support such provision off-site). Planning is critical in building climate change resilience. Positively in Bangladesh, urban master plan coverage is improving where previously there was none. However, the provision of master plans remains slow and their quality questionable. Plans that directly respond to the anticipated threats of climate change impacts, provide a land use context that facilitates and encourages economic development, and protects and targets the urban poor – will encourage sustainable and equitable urban development.<sup>27</sup>

Evidence from piloting in climate change oriented planning is encouraging. Through the assessment of risk and vulnerability: commitment to climate change resilience strategies can be galvanised, capacity to plan and manage disaster risk can be built, and actions and resources that target the urban poor can be prioritised.<sup>28</sup>

Equally there is compelling evidence internationally that master plans must be complemented by investment planning mechanisms: what investments are required, what the priorities are, and what is affordable. DP projects in Bangladesh have attempted to address this gap.<sup>29</sup>

The urban poor must be better organised, represented and recognised, and develop greater safety, security and well-being

Poverty is multi-dimensional, requires a multi-dimensional response and the urban poor are best placed to assess and articulate their needs. To do so, strong and well-organised community structures and networks are necessary to improve their access to decision-making and the provision of basic urban services. Robust community organisations provide the interface for the improved inclusive governance in urban local government: they are inseparable requirements. UPPR has demonstrated that the Community Development Committee (CDC) structure is fundamental to a community-led approach to urban poverty reduction. Similar community development practice in other Asian countries confirms this, and underlines

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developing countries due to pervasive political obstacles, and b) property based taxes are an effective and fair way to finance services, when coupled with broad-based income or consumption taxes. Sources: 'Governing and Financing Cities in the Developing World', Bahl, R. and Linn, J. (2014), and 'Financing Metropolitan Government in Developing Countries', Bahl, R., Linn, J. and Wetzel, D. (eds) (2013).

<sup>27</sup> Urbanisation, national economic development and urban poverty reduction are inseparable. Cities and towns are, therefore, high value assets, and reducing climate change risks will have (significant) economic benefits, ignoring risks will result in significant economic costs. It is estimated that the direct annual cost of natural disasters over the last 10 years is between 0.5% and 1% of the Bangladesh GDP.

<sup>28</sup> For example through: Asian Cities Climate Change Resilience Network (ACCCRN) evidence from initial piloting in 10 cities in India, Indonesia, Thailand and Vietnam; UN-HABITAT Cities and Climate Change Initiative (CCCI) / City Resilience Profiling in pilot cities in Africa, Asia-Pacific and Latin America. In Bangladesh TA has/is being undertaken by: ICLEI (Vulnerability Assessments), KfW (Climate Change Adapted Urban Development Programme), ADB (Coastal Town Infrastructure Improvement Project) and GIZ.

<sup>29</sup> Bangladeshi local government must be one of the few that has managed to avoid strategic planning. In the absence of municipal (strategic) plans, that establish visions, objectives and targets in the short to medium term, budget allocation becomes more arbitrary, and tends to reflect a 'fire-fighting' approach to urban development. The ADB Municipal Infrastructure Development Plans (MIDP, UGIIP-1) and Pourashava Development Plans (PDP, UGIIP-2 and 3) have supported a more systematic approach to identifying investment priorities (the latter more so) but they remain regarded as 'project documents'. The JICA City Governance Project and Northern Bangladesh Integrated Development Project adopts a similar approach. Most notably, the World Bank MGSP will require 5-year capital investment plans to be developed to undertake visible and high impact urban services, and identify methods to improve urban governance. The practices adopted in each of these projects moves the effort in the right direction, especially as a mechanism to simultaneously improve governance and incentivise better performance. But this performance-based system is yet to be applied to poverty reduction specifically. Capital investment planning and the capacity required to undertake it will need to be adopted as a national – 'rules-of-business' approach – to ensure investment is targeted and investment planning is an on-going ('rolling') activity in the government annual cycle

the importance of the architecture of community organisation in increasing resilience (including areas in conflict and post-disaster recovery). The UPPR CDC legacy will be built on by other DP interventions.<sup>30</sup>

It has already been demonstrated that a reduction in urban poverty requires a suite of support and interventions: improving the security, safety and well-being of women and girls; supporting and improving the acquisition of skills and access to formal employment; improving nutrition; improving the physical environment of slums, and; ensuring better housing with more secure tenure.

Whilst all these focus areas are critical in getting urban poverty down, tenure and housing and the freedom from eviction remains the foundation for wider poverty reduction measures. Housing and tenure is the most commonly cited need amongst the urban poor. Access to, and availability of, land for the development of low cost housing is the most commonly cited problem facing urban local government is addressing the needs of the urban poor.<sup>31</sup> The requirement for housing to be climate resilient, in both location and structure, is also necessary. The livelihoods of the urban poor are already fragile, and will be made increasingly fragile if the effect of climate change.

Evidence of piloting in Bangladesh points to the need for tailored solutions reflecting the context of urban development, and that progress can be made.<sup>32</sup> Progress in the large fast growing cities and towns where the pressure on land is intense, and where there are considerable concentrations of the urban poor, is challenging and will require working with landowners and employers. Elsewhere there are large tracts of unused or under-used khas (public) land holdings within cities and towns and their peripheries that could, in theory, be better utilised to meet the needs of the poor and stoke urban development efforts more generally.<sup>33</sup> Whatever the context, and notwithstanding the considerable political and institutional difficulties in addressing housing and tenure, community-led approaches in responding to local needs and designing solutions are capable of providing solutions to tenure, housing and housing finance (where the piloted Community Housing Development Funds under UPPR have demonstrated the ability of poor communities to contribute to, and access, house improvement financing).

## 2.1 Programme principles

NUPRP will be built on the following principles and the UPPR dividend that includes: (a) the community organisation structures and community-led approach, (b) the emphasis on community-led savings and credit, (c) the targeting of extreme poverty, and (d) the experience and knowledge gathered in facilitating change and channelling support to the urban poor;

### a) Flexibility:

Retaining the ability of NUPRP to respond, and adjust, to better ways of working with urban poor communities and addressing poverty reduction through an evidence-based learning culture. The retention of a flexible approach throughout delivery is considered paramount to successful delivery. A learning culture based on qualitative and quantitative evidence will be nurtured throughout.

### b) Decentralised delivery:

Through a bottom-heavy design and embedding the responsibility for delivering the programme within the communities, city corporations and pourashavas, the practice of addressing urban poverty will be fed back into national urban policy making and implementation.

<sup>30</sup> This includes World Bank (Pro-Poor Slums Integration Project), KfW (Climate Change Adapted Urban Development Programme) and JICA projects.

<sup>31</sup> World Bank analysis reports that the turnover of manufacturing workers when compared with eight Asian manufacturing locations was jointly highest in Bangladesh: the lack of affordable housing that is the most prevalent reason cited by garment firms in Dhaka.

<sup>32</sup> Evidence in the Asia region has been collated and is shared through the Asian Coalition of Housing Rights (ACHR)

<sup>33</sup> GOB land administration policy does not allow urban local government to appropriate such land. The releasing of government land (through a variety of agencies) is widely cited as a major bottleneck in housing land availability for the urban poor.

- c) **Strengthening local government:**  
NUPRP will build the capacity of city corporations and pourashavas to take a more active role in pro-poor urban planning and lead responsibility for implementing the programme.
- d) **Tailor made implementation plans:**  
Building on the progress made in some city corporations and pourashavas in urban governance and management, the NUPRP will develop detailed 'municipal implementation plans' (MIP) for each participating city corporation / pourashava. The MIP will build on progress made and ensure a complementary approach to past, present and planned project interventions (including UGIIIP, MGSP and CTIIP).
- e) **Community-to-community mentoring:**  
Using economies of scale and the experience of UPPR, in particular by involving existing community organisations to help spread the community-based approach to other towns and cities, NUPRP will foster, more broadly, a horizontal learning approach that has already proved fruitful.
- f) **Implementation premised on facilitation rather than direct management:**
- i) building on the knowledge and experience at the community and municipal level already gained through urban programming and urban poverty reduction initiatives (UPPR) in particular,
  - ii) therefore reducing levels of technical assistance, and
  - iii) shifting direct management of programme components with responsibility being more firmly in the hands of the government, and in particular city corporations and pourashavas.
- g) **A stronger focus on partnerships with the private sector: and leveraging in finance from the private sector to support skills training for employment and enterprise.**
- h) **Collaboration within the urban project portfolio:**  
NUPRP will foster a collaborative approach from the outset. It will optimise the adaptation and use of capacity building initiatives, tools and practices already in place, or under development (especially in relation to the development and implementation of Component 1). Current live projects with which collaboration will be sought are:
- Urban Governance and Infrastructure Improvement (UGIIP-3), ADB
  - City Region Development Project (CRDP), ADB
  - Municipal Governance and Services Project (MGSP), World Bank
  - Pro-poor Slum Integration Project (PPSIP), World Bank
  - City Governance Project (CGP), JICA
  - Pourashava Governance and Support Project (PGSP), JICA
  - Northern Bangladesh Integrated Development Project (NOBIDEP), JICA
  - Climate Change Adapted Urban Development (CCAUD) KfW
  - Urban Management of Internal Migration due to Climate Change (UMCC), Resilient and Inclusive Urban Development (RIUD) and Adaptation to Climate Change into the National and Local Development Planning (ACCNLDP), GIZ
  - Coastal Towns Infrastructure Improvement Project (CTIIP), ADB

## 2.2 Proposed Interventions:

There are five interrelated component outputs targeting urban areas where NUPRP will work nationwide and cover up to 6 million poor people living in City Corporations and Class A Pourashavas. NUPRP will initially focus on up to 36 cities/towns and provide on-demand support to UPPR towns (secondary beneficiaries).

- Output 1 : Strengthened pro-poor urban management, policy and planning
- Output 2 : Strong community organizations and an effective voice for the urban poor built
- Output 3 : Improved economic and social well-being for the urban poor

- Output 4 : More secure tenure and housing finance for the urban poor
- Output 5: Improved resilient infrastructure in, and serving, low-income settlements

There are two principal cross cutting themes that will be prioritised: climate change resilience and the empowerment of women. Climate change resilience capacity and responses will be supported at the city / town and community level, ensuring that planning, management and implementation (of land use planning, municipal and community-level infrastructure provision and housing improvement) are addressed.

### 2.2.1 Proposed Activities and Performance Criteria for Output 1 (Strengthened pro-poor urban management, policy and planning)

Component 1 is a multi-level approach to strengthening the policy framework and the capacity and space for organisations and networks to act on this policy, as detailed under **1A and 1B**. The main target remains local government: city corporations and pourashavas. All city corporations (11) and A class pourashavas (135) will be eligible to participate. Strengthening the capacity of central government agencies complements the emphasis of building local capacity.

The package of capacity building support includes three components [1A (a) to (c)] and will vary between participant cities / towns dependent on support already received through other urban projects. In order to optimise internal capacity support and technical assistance (TA) – the community-to-community approach promoted by NUPRP (whereby existing cities and towns and UPPR communities, support and mentor new cities) – the NUPRP (2016-21) will prioritise and target up to 36 participant cities / towns (the primary beneficiaries).

#### 1A Strengthened Municipal pro-poor urban Management and Planning

**1A (a) Strengthened pro-poor municipal urban governance:** This sub-component will also strengthen municipal capacity to support, facilitate and work with the urban poor through the community organisation structures (Component 2). The strengthening of municipal urban governance will focus on three areas: a) citizen awareness and participation, b) social accountability, and c) social accountability. The outline activities and performance criteria are shown in **Table 1**.

Table 1 Performance criteria: urban governance and management and planning

Activities	Performance Criteria	
	Entry (within 18 months)	Advanced (within 18 months)
<b>Citizen awareness and participation</b>		
Formation and Working of Town Level Consultation Committee (TLCC) (Article 115, Local Govt. (Pourashava) Act, 2009)	TLCC formed as per procedure At least 2 meetings held Meeting agenda and minutes prepared and disclosed CDC Town Federation is a TLCC member	Meetings held at regular intervals Participation of all members including women and poor in discussion ensured Meeting working paper and minutes prepared and disclosed on Pourashava website and decisions followed-up CDC Town Federation is a TLCC member
Formation and Working of Ward Level Coordination Committee (WLCC) (Article 14, Local Govt. (Pourashava) Act, 2009)	WLCC formed as per procedure At least 1 meeting held in each ward CDC cluster is a WLCC member	Meetings held at regular intervals Participation of all members in discussion ensured Meeting held and record kept and communicated to the Pourashava CDC cluster is a WLCC member

Activities	Performance Criteria	
	Entry (within 18 months)	Advanced (within 18 months)
Preparation and Implementation of Citizen Charter (Article 53, Local Govt. (Pourashava) Act,	Citizen Charter prepared and endorsed by TLCC and Pourashava Council Citizen Charter displayed in Pourashava Office and other important places and prescribed services delivered	Display continues Establish Reception and Service Center at Pourashava Office
Formation and Working of Information and Grievance Redress Cell (IGRC)	Complaint/grievance box installed in Pourashava Office GRC formed as per procedure Meeting held as and when required GRC activities disclosed to TLCC	Complaint/grievance box remains available Meeting held as and when required Meeting decision communicated to complainants and Pourashava Council Informed GRC activities disclosed to TLCC and Pourashava website
<b>Administrative transparency</b>		
Ensure participation and assistance in conducting all training programmes	Participation in all training programs ensured Training program from own Pourashava budget planned and implemented	Participation in all training programs ensured Training program from own Pourashava budget planned and implemented
Using Improved Information Technology (IIT) for Good Governance (Article 54, Local Govt. (Pourashava) Act, 2009)	Pourashava website activated and maintained All relevant information uploaded and regularly updated	Pourashava website activated and maintained All relevant information uploaded and regularly updated
<b>Social accountability</b>		
Establish Standing Committee (SC) on Women & Children (according to prescribed guideline) (Reference: Article 55 of Local Govt. (Pourashava) Act, 2009)	SC formed as per prescribed guidelines At least 2 meetings held with agenda and minutes prepared and disclosed.	Meeting held at regular intervals (at least twice a year) with agenda and minutes prepared and disclosed.
Establish Standing Committee (SC) on Poverty Reduction and Slum Improvement (according to prescribed guideline) (Reference: Article 55 of Local Govt. (Pourashava) Act, 2009)	SC formed as per prescribed guideline. At least 2 meetings held with agenda and minutes prepared and disclosed.	Meeting held at regular intervals (at least twice a year) with agenda and minutes prepared and disclosed.
Establish Standing Committee (SC) for Disaster Management (Article 55 of Local Govt. (Pourashava) Act, 2009)	TOR clarifying the role of the SC and pourashava in disaster management, early warning systems, and emergency/evacuation planning. Submit copy of draft public announcement. At least 2 meetings held with agenda and minutes prepared and disclosed.	Meeting held at regular intervals (at least twice a year) with agenda and minutes prepared and disclosed.

**1A (b) Strengthened municipal financial management and performance:** Strengthening municipal financial management and performance is designed to enhance the fiscal health of cities / towns and therefore provide greater flexibility and financial ability to respond to the needs of the urban poor. The

focus will be on: a) Financial management, accountability and sustainability, b) enhanced local resource mobilisation, and c) targeting resources on the urban poor. The activity areas and performance criteria are shown in Table 2.

**Table 2 Performance criteria: financial management and revenue collection**

Activities	Performance Criteria	
	Entry (within 18 months)	Advanced (within 18 months)
<b>Financial management, accountability and sustainability</b>		
Computerized accounting system introduced and computer generated accounting reports produced	Resolution to establish a computerized accounting system (within 3 months). Assessment report of existing situation with action plan for achieving full computerization (within 6 months). Full computerization (within 12 months).	Computerized accounting and billing system established. 100% invoices issued and computer-generated tax-billing reports generated and made public.
All due debts to GOB and other entities fully repaid as scheduled. The ratio of debt servicing to annual revenue receipts remains less than 25%	Plan prepared for clearing the overdue amount, if any, of outstanding loans. At least 80% of all GOB/BMDF Loan repaid as scheduled and unpaid amount rescheduled.	At least 90% of all GOB/BMDF Loan repaid as scheduled and unpaid amount rescheduled.
All outstanding bills older than 3 months, including electricity and telephone are paid in full	Plan prepared for clearing arrears, if any, of electric and telephone bills. Current and arrear electric and telephone Bills paid (80% of total bills and certificates obtained from concerned authority).	Current and arrear electric and telephone bills paid (90% of total bills and certificates obtained from concerned authority).
Financial statements prepared and Account and Audit Standing Committee carried out audit within 3 months after end of fiscal year	Complied with	Complied with
Participatory Budget Process - preparation of Annual Pourashava Budget with involvement of the Standing Committee on Establishment and Finance (Article 55 of Pourashava Act, 2009)	Annual budget approved and disclosed. Estimated budget modified based on comments / suggestions from citizens and TLCC. Annual budget approved by Pourashava Council. Date and location of Public Budget Hearing announced in local media at least 30 days in advance, and budget made public 15 days before hearing.	Estimated budget modified based on comments / suggestions from citizens and TLCC. Annual budget approved by Pourashava Council.
<b>Enhanced local resource mobilization</b>		
Revenue mobilization through holding tax	Action plan for enhanced holding tax endorsed by TLCC (within 6 months). Increased Holding Tax collected including arrears (at least 70%	Regular assessment done at 5 year's interval if due, and Interim Assessment done every year as per rule/procedures. Increased Holding Tax collected

Activities	Performance Criteria	
	Entry (within 18 months)	Advanced (within 18 months)
	of demand).	including arrears (at least 80% of demand). Actions initiated against major defaulters.
Revenue mobilization through collection of Indirect taxes and fees from other sources (Other than Holding Tax)	Action plan for enhanced tax revenue and endorsed by TLCC (within 6 months). Non-tax own revenue source increased at least by inflation rate.	Non-tax own revenue source increased at least by inflation rate.
<b>Targeting resources for the urban poor</b>		
Allocating a percentage of the annual budget for the urban poor	5% of the annual budget allocated for the poor and low-income settlements	10% of the annual budget allocated for the poor and low-income settlements

**1A (c) Strengthened municipal pro-poor and climate resilient urban planning:** The NUPRP will support the further enhancement of urban plans pre-approval (where appropriate) and post-adoption through screening and proposed revisions. The activity areas and performance criteria are shown in Table 3 and include:

- a) Preparation of Vulnerability and Adaptation Assessments (VAA) for all NUPRP participants (where such assessments have not been undertaken).
- b) Preparation of settlement land maps (SLMs) where these have not already been provided under UPRP. SLMs will be developed in collaboration with urban slum communities (component 2).
- c) Screening finalised and/or adopted master plans to ensure a climate resilient approach into the master plans being developed by ULGs. In line with current international experience and practice this would, in outline terms, consist of: a) assessing the exposure of city corporations and pourashavas, and urban poor communities, to hazards, b) assessing pourashavas' sensitivity to climate change, c) formulating responses through participatory planning with urban poor communities for climate change adaptation, and d) reviewing and recommending revisions to the master plan.
- d) Screening finalised and/or adopted master plans to ensure a pro-poor development orientation. In outline terms consisting of: a) land availability for low cost and affordable housing, b) provision of municipal infrastructure in, and serving, low income areas, c) formulating responses through participatory planning with urban poor communities, and d) reviewing and revising the pourashava master plan. The assessment of low-cost housing needs, gaps and bottlenecks will be undertaken under Component 4(c).
- e) Preparation of a Community Climate Change Resilience Strategy (CCCRS) to identify and prioritise capacity building actions and infrastructure investments. The CCCRS will include: i) disaster risk reduction (DRR) assessment and response, and ii) a capital investment portfolio of the highest priority climate resilient infrastructure needs.
- f) Preparation of a local economic development and labour market review, with special emphasis on the urban poor. Local economic development (LED) is recognised as a significant component of urban poverty reduction efforts.
- g) Building the capacity of the Town Planning Unit, including human resources support to the Town Planning Unit, with particular emphasis on pro-poor and climate resilience planning, and the

provision of Geographical Information Systems (GIS) where such systems and capacity are not currently in place.

- h) Integration of town and ward level planning with Community Action Plans (CAPs) developed under Component 2.

**Table 3 Performance criteria: pro-poor, climate resilient, urban planning**

Activities	Performance Criteria	
	Entry (within 18 months)	Advanced (within 18 months)
<b>Pro-poor, climate resilient, urban planning</b>		
A full time Pourashava Urban Planner recruited	Complied with (within 6 months)	Complied with (within 6 months)
Settlement and Land Map (SLM) compiled and endorsed by TLCC	Compiled and endorsed by TLCC (within 8 months).	SLM used to strengthen the climate resilience of the master plan.
Vulnerability and Adaptation Assessment (VAA) and completed and endorsed by TLCC	Compiled and endorsed by TLCC (within 8 months).	VAA used to strengthen the climate resilience of the master plan.
Master plan screened, reviewed and revisions proposed	Master plan screened and recommendations approved by TLCC.	Master plan revision gazette.
Community Climate Change Resilience Strategy (CCCRS) that prioritises pro-poor, climate resilient, actions and infrastructure <sup>34</sup>	3 year CIP developed and approved by TLCC.	CCCRS actions and investments underway.
GIS system installed, capacity for GIS built and GIS used in decision-making	Assessment of need and requirements (within 3 months). GIS system installed, operational and capacity building carried out (within 6 months).	GIS outputs regularly used in decision making and improving municipal management systems.
Annual operations and maintenance (O&M) plan	Prepare an annual O&M Plan with budget requirement and source of fund.	O&M plan approved. O&M plan approved and the budget increased by 5% annually up to the required budget.

### **1B Strengthened national pro-poor policy and organization capacity**

In addition to providing TA to city corporations and pourashavas, this sub-component will strengthen the overall framework for urban pro-poor policy development and implementation. This will promote the approach adopted by the programme and identify changes that will be needed in decentralisation and local development policy to back up the approach of the programme and enable the ULGs to implement the programme effectively and efficiently. In addition to direct support to the LGD, the sub-component will work through and support two established mechanisms as below;

- a. Bangladesh Urban Forum (BUF) and
- b. Municipal Association of Bangladesh (MAB)

<sup>34</sup> The CCRS will consist of two main components: a) community based disaster risk reduction measures, and b) resilient infrastructure investments.



The support will:

- a) build on the experience and knowledge of tackling urban poverty and strengthening urban governance and management gained through urban programming over the last decade,
- b) use collaborative structures wherever possible, and encouraging collaborative approaches in urban poverty reduction,
- c) pragmatically target the main scheduled revisions to urban sector and urban poverty reduction relevant instruments (policy, law, rules and regulations), and
- d) focus on a small number of high priority policy areas with an emphasis on practical and achievable results.

**1B (a) Strengthened national urban policy frameworks and implementation:** The NUPRP support will -

- a) Strengthen the capacity of GOB agencies to formulate and deliver urban poverty reduction policy. This will consist of on-the-job support and mentoring through TA.
- b) Support for the practical realization of the policy framework established in the 7<sup>th</sup> Five Year Plan, and support to the drafting of the urban sector policy framework in the 8<sup>th</sup> Five Year Plan through the development of evidence based policy briefings (anticipated to be in preparation during 2020).
- c) Support the development of Comprehensive Urban Sector Development Programme that targets urban poverty reduction. This will translate NUPRP (and UPPR) experience into clear and specific 5-10 year targets with performance indicators and incentivised municipal improvements through the Urban Sector Development Plan scheduled for completion in Q4 2016 / Q2 2017). A comprehensive USDP provides the best and earliest opportunity to identify specific measures and targets for strengthening urban development in general and urban poverty reduction specifically.
- d) Support the translation of the National Urban Policy into achievable action plans for urban poverty reduction. This will consist of the development of briefings and project / action concepts and plans. These will be developed in collaboration with, and through, BUF and MAB.

**1B (b) Strengthened national urban networks:** The NUPRP will support -

- a) **Bangladesh Urban Forum (BUF)/BUF Inter-Ministerial Steering Committee:** principally through clusters on 'economic development and poverty alleviation' and 'environment, climate change and disaster preparedness', though recognising that the effectiveness of BUF as a whole is significant to the development of the urban sector and that poverty reduction cuts across all BUF focal areas. Support will include developing tools, materials and processes for policy advocacy.
- b) **Municipal Association of Bangladesh:** identifying areas for support for sharing and consolidating approaches to urban poverty reduction across ULG in Bangladesh. Support will include developing tools, materials and processes for policy advocacy, and platforms for storing and sharing knowledge on urban poverty reduction. NUPRP will support the development of a national, public accessible, transparent platform for comparing poverty reduction progress in all municipalities: nurturing a competitive but collaborative spirit amongst municipalities to encourage progress.
- c) **Bangladesh Bureau of Statistics:** identifying and developing survey and data needs to record and profile urban slums, the urban poor and poverty reduction. An urban survey, complementing the HIES, will build understanding of the rapidly changing urban economy and inform public policy for better interventions. NUPRP will support BBS to survey the same HIES households twice (at three year intervals) to create a panel dataset. The support will also cover data management and dissemination.

**2.2.2 Proposed Activities and Performance Criteria for Output 2 (Strong community organisations and an effective voice for the urban poor)**

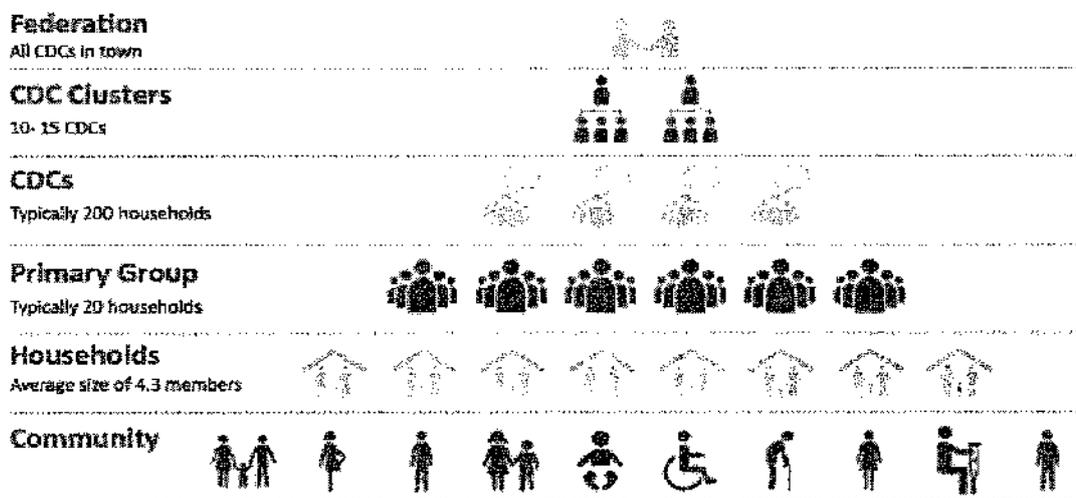
NUPRP will adopt a tried and proven approach to community development in Component 2. Urban programming (most especially through UPPR) has demonstrated: a) how community-based organisation structures and community-led poverty alleviation measures, can provide evidenced based reduction in levels of poverty, and b) ensure that the extreme poor are effectively targeted. Women will lead much of the activity under this component. Diagram 1 demonstrates the community governance structure that will be adopted (following UPPR).

**2A More community level structures created**

Component will support the development and/or continuation (where already developed under UPPR) of -

- a) Primary Groups (savings and credit groups, common-interest associations), typically 20 households (approximately 80-100 people). The overall NUPRP target will be the formation of 45,500 Primary Groups.
- b) The overall NUPRP target will be the formation of 4,136 CDCs. CDCs will, with support from the municipal team and community-to-community support from UPPR participant municipalities:
  - i) maintain four bank accounts for savings and credit operations and the funds for settlement improvement, socio-economic development, and operations and maintenance,
  - ii) formulate Community Action Plans (CAPs), and
  - iii) develop proposals for, and manage, community-contracts which are funded through the project.

**Diagram 1 Creating strong community organizations**



The NUPRP will retain two funds in response to CAP requests: Socio-Economic Fund (SEF) (Component 3) for socio-economic development, and Settlement Improvement Fund (SIF) for physical settlement improvement (Component 5).

All infrastructure investments will require an O&M plan to ensure that the benefits from small-scale, primary, infrastructure are maintained. O&M activities will be undertaken through community contracting. CAPs will be approved by the Ward Level Consultative Committee and by the NUPRP Municipal Team, chaired by the Mayor.

- c) The overall NUPRP target will be the formation of 376 CDC clusters.

- d) The overall NUPRP target will be the formation of up to 36 Federations.

## **2B Community-to-community support services established**

Considerable community-level skills and experience have been gained through UPPR implementation.<sup>35</sup> This repository of knowledge and know-how will be harnessed in NUPRP. Existing community organisations of the urban poor will be supported to provide advice to new participants (both within cities to communities not covered under UPPR, and to new towns). Supported by NUPRP TA, communities that have undertaken the journey of community-led responses to poverty reduction are best placed to share the nuts-and-bolts of implementation. They will build the confidence and capacity of new communities and towns to tackle urban poverty, and mentor and help trouble-shoot the development and implementation process.

The community-to-community support will be based on existing UPPR federations and clusters in each of the original 23 UPPR participant cities / towns. The exact composition of the community-to-community support team (CST) will be developed and tailored to the capacity of the existing structures and the demand for services from new NUPRP participants (towns and communities). It will also include representation from UPPR city / town local government staff. The CSTs will be mobile - travelling to, and supporting communities in, NUPRP participant towns.

In principle, a decentralised implementation structure adopted by NUPRP will allow 23 UPPR community-to-community support teams (CST) to work with new towns, and new communities (where UPPR cities / towns are included as part of the 36 primary target cities / towns) within their Division. This approach will be applied flexibly once new NUPRP participant towns have been selected to ensure logistical effectiveness. For towns not selected for NUPRP participation (in stage 1 and 2, see section 3.2) incremental support would be available from the Regional Support Facilities.

The CST will provide on-the-project support, training, facilitation and other on-demand support to enable the new towns and communities to develop their own community organisations. Activities will include:

- a) Support for the mobilisation of communities prioritizing the use of existing communities' experience and knowledge developed under UPPR.
- b) Developing community banking savings and credit schemes.
- c) Supporting the preparation of Community Action Plans (CAPs).
- d) Strengthening the relationship between the municipalities and communities.
- e) Facilitate the representation of poor communities in ULG structures.

A distinctive feature of this component will be building stronger linkages between the community organisations and the formal systems of democratic representation in towns and cities. CDC clusters will be linked to Ward Level Consultative Committees and CDC federations at town level will be linked to Town Level Consultative Committees and Town Councils, possibly by being conferred formal observer status at Town Council meetings.

Community-to-community support services will also be considered for support to the formation of community organisations in peri-urban growth areas (known as 'urban growth centres'), especially in the Dhaka metropolitan area. These areas are of special significance because they: a) are rapidly expanding and characterised by unplanned and chaotic growth with non-existent basic service provision, b) have significant concentrations of the urban poor, c) do not have urban local government and administration, and d) have significant concentration of industry and employment opportunities.

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<sup>35</sup> By the end of 2014 there were 2,588 CDCs (comprising 816,000 slum dwellers), 250 cluster committees of CDCs, and 12 town-level federation clusters. There are 30,000 primary groups and 26,020 savings and credit groups: the savings balance across UPPR communities was over BDT 533 million (USD 6.91 million) with USD 5.8 million loans by December 2013.

### **2.2.3 Proposed Activities and Performance Criteria for Output 3 (Improved economic and social well-being for the urban poor)**

NUPRP will establish a Socio-Economic Fund (SEF) grant facility. SEF will support the implementation of Sub-Components 3A-3D.<sup>36</sup> It will be responsive to the community-led identification of actions through the CAP. In addition to grant provision, SEF under NUPRP will introduce a loan facility accessible to those above extreme poverty to ensure both social protection and social mobility.<sup>37</sup>

The SEF will be administered on a community contract basis following similar procedures to those of the Settlements Improvement Fund (SIF). The UPPR SEF Guidelines will be reviewed, revised and adopted for NUPRP.

#### **3A Skills and enterprise development for the urban poor**

The successful partnerships with the private sector piloted under UPPR will be used 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. The sub-component will build on the LED review under sub-component 1A(c).

Activities will include:

- a) In partnership with the private sector assessing the medium-term skills gaps in participant cities / towns.
- b) Identifying training needs.
- c) Developing agreements with the private sector to share the costs of training.
- d) Identifying sources of training and paying on a cost-share basis the costs of the training.
- e) Addressing illiteracy as a significant barrier to skills development.
- f) Assessing and responding to the skills development needs of people with disabilities.
- g) Where possible and appropriate, working with established mechanisms on social impact investment and investors, identifying demand (employers' needs) and supply (labour) side factors.

Up to 200,000 urban poor will be provided with skills training under NUPRP. In addition, NUPRP will facilitate the inclusion of the urban poor in other skills and training programmes being managed by other organisations. This will have an impact on upwards of an additional 500,000 urban poor people.

There will be an emphasis on encouraging private sector contributions to the training programme. UPPR has had a track record in forming partnerships with the private sector, and the ILO Technical and Vocational Education and Training Programme has formed innovative partnerships with the private sector in development of 'centres of excellence' in key manufacturing sectors.

#### **3B Improved nutrition**

The introduction of a nutrition supplementation support programme in urban areas under UPPR has had a notable impact in reducing levels of urban poverty measured through the multi-dimensional poverty

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<sup>36</sup> This will include livelihoods support such as apprenticeships, business start-up grants, vocational training, urban food production activities, child educational stipends, savings-and-credit operations, and social interventions to address early marriage, dowry, domestic violence and drug abuse.

<sup>37</sup> The loan ceiling is likely to be in the order of BDT 20,000.

index.<sup>38</sup> There will be a specific focus on the nutritional health of pregnant and breastfeeding women, adolescent girls and children under the age of five.

NUPRP will improve nutrition for the urban poor by:

- a) Peer group nutrition change communication sessions with groups of women (approximately 40 per group between the ages of 10 and 34).
- b) Individual counselling and/or referral at resource centres (1-2 per participating city/town).
- c) Essential nutrition commodity provision (for years 1-3 of NUPRP) – free or subsidized for the extreme poor and at cost for the moderate poor. GOB will be expected to share cost under the National Nutrition Service (NNS) from year 4 of NUPRP.
- d) Support to improve the coordination of, and investment in, urban direct nutrition services under the Institute for Public Health and Nutrition and MLGCRD.

### **3C Prevention of early marriage strengthened**

In combination with activities focused on improving skills, employability and access to the formal labour market (Sub-component 3A), and the prevention of violence against women (sub-component 3D), NUPRP will:

- a) Aim to limit the dropout rates of girls between primary and secondary education and therefore curb early marriage. Cash transfers will be offered to extremely poor households with secondary school age girls conditional on attendance at secondary school.
- b) Offer complementary services targeting early marriage, such as awareness raising, the provision of safe places, and access to legal aid and counselling services.
- c) Seek to leverage, augment or link with existing GOB stipend programmes mostly administered through schools.
- d) Action to prevent early marriage incorporated into CAPs (including the above and aspects such as adolescents' clubs and community watch groups to prevent the sexual harassment of girls).
- e) Regular awareness raising activities undertaken for adolescent boys, girls, men, women, local influential people, and Government officials, and organized through CDC (and CDC cluster) structures.
- f) The development of community-driven M&E systems to track basic and comparable indicators, and aimed at building ownership of the programme.

### **3D Prevention of violence against women and girls strengthened**

Activities and outputs in NUPRP will include:

- a) Gender security audits.
- b) Action to combat violence against women incorporated into CAPs.
- c) Training in legal provisions and rights on labour, family, housing and sexual and reproductive health.
- d) Access to legal aid and other NGO and government services.
- e) The provision of safe places for women and girls.

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<sup>38</sup> There was a recorded fall in multidimensional poverty from 33.3% in 2013 to 23.5% in 2014. The largest drop was in nutrition. In 2013 over two thirds of these Households considered deprived with respect to nutrition fell from 67.6% in 2013 to just 12% in 2014. Some of this change may be due to limitations in the collection of nutrition data in 2013 and the launch of UPPR's nutrition programme from late 2013.

- f) Discussion forums on gender norms with men and boys.
- h) Action and reporting on cases of violence.
- i) The development of community-driven M&E systems to track basic and comparable indicators, and aimed at building ownership of the programme.

#### 2.2.4 Proposed Activities and Performance Criteria for Output 4 (More secure tenure and housing finance for the urban poor)

The three main barriers to more secure tenure and improved housing for the urban poor and therefore: a) security of tenure, b) land availability for affordable housing, and c) access to housing finance. This component will build on SLMs developed under component 1A(c).

#### 4A Improved tenure security

The approach to tackling land tenure security cannot be prescribed. It will vary between locations and be conditioned by the local context: including land availability, markets and pattern of ownership, and the stability of slum communities. Settlement Land Maps will have already identified settlement and vacant land under Component 1A(c). Each participating NUPRP city / town will develop a demand-driven **Land Tenure Action Plan (LTAP)**. The LTAP will identify opportunities to negotiate new and better land tenure arrangements. It will also pay special attention to the need for climate resilient design. This includes the vulnerability of locations, and the incorporation of adaptation measures to in-situ physical improvements.

The sub-component will support incremental negotiations between private and public land owners and slum residents that will result in the first instance in informal agreements, but looking to lead to more formal legal arrangements (such medium term leasehold arrangements).

On the basis of international good practice and piloting undertaken by UPPR, it is anticipated that the response to land tenure will reflect five approaches. It is feasible that all five approaches would be applicable in a single city / town. The final mix of approaches will be determined by the local context and demand. The method for the preparation of all tenure, settlement upgrading and housing improvement planning and identification will follow the ten step urban settlement upgrading guideline.

The five approaches identified are:

- a) **Allocation of Government (*khas*) land for affordable housing.** In circumstances where sufficient tracts of Government land is unused or under-used, most usually away from the main metropolitan areas of Dhaka and Chittagong.
- b) **Negotiated agreement with private land-owners.** This allows for more secure tenure in the medium term (for example 20 years). It facilitates community-led improvement to housing and the setting of fair rents, thus working in the interests of both tenants and landlords.
- c) **Access to house improvement loans.** Where the urban poor already have land, and security of tenure, but lack access to finance to improve their housing (addressed under sub-component 4B).
- d) **Land readjustment (land pooling).** The physical structure of slums is characteristically chaotic, marked by incremental and uncontrolled construction. Land readjustment and re-planning allows for a community-led physical resetting of the slum, involving a negotiated and consensus based adjustment to land holdings as a prerequisite to physical improvements. It provides an opportunity to integrate climate resilience and adaptation measures.



- e) **Land sharing.** Often on larger sites, land sharing allows for an allocation of a proportion of the overall site for affordable housing and the urban poor, with the remainder freed for market real estate purposes.

#### **4B Improved access to housing loans and financing**

NUPRP will support the establishment of Community Housing Development Funds (CHDF), piloted under UPPR, in all participating cities and towns.<sup>39</sup> CHDF assists the urban poor and homeless in housing need with access to affordable and disaster resilient housing in which households pay less than the market rate through a longer repayment period. New benchmarks on climate resilient house design will be developed in collaboration with CHDFs to guide decision-making on applications for loans.

NUPRP will:

- a) Provide seed capital for the establishment of CHDFs.
- b) Support the management of CHDFs by members of the local community.
- c) Train and support community change agents recruited by the CDC federation at city / town level.

NUPRP will ensure that there is close collaboration with the World Bank's 'Pro-Poor Slums Integration Project', which will be a significant source of affordable housing finance in 3 pilot cities (Comilla, Narayanganj and Sirajganj).

#### **4C Affordable and resilient housing for the urban poor promoted**

NUPRP will support participant cities and towns to develop strategies (Low Cost Housing Strategy) for the provision of low cost housing. This will be developed on the basis of evidence compiled in the Settlement Land Map and Land Tenure Action Plan, and integrated, as appropriate, in the urban master plan. The Low Cost Housing Strategy amongst other matters will address the need to respond to the anticipated localised impact of climate change. This might include models for climate resilient low-cost housing (such as construction methods and materials, building standards) and options for resettlement where the urban poor are especially vulnerable to the impacts of climate change.

### **2.2.5 Proposed Activities and Performance Criteria for Output 5 (Improved resilient infrastructure in, and serving, low-income settlements)**

#### **5A Improved community-based infrastructure**

NUPRP will establish a grant based Settlement Improvement Fund (SIF) for supporting priority investments in primary infrastructure in low-income settlements (such as drains and footpaths, latrines, reservoirs and water dwells, and access road improvements). The investments in infrastructure development and service delivery will meet the needs and priorities of the poor and extremely poor communities, including women and children, and persons with disabilities. Identified needs will need to incorporate climate resilience. The priorities will be identified in CAPs developed under Component 2.

Contracted by the communities themselves, the SIF will:

- a) stimulate local economies by supporting local businesses,
- b) adopt community contracting as the means of implementation and to mobilise community resources,

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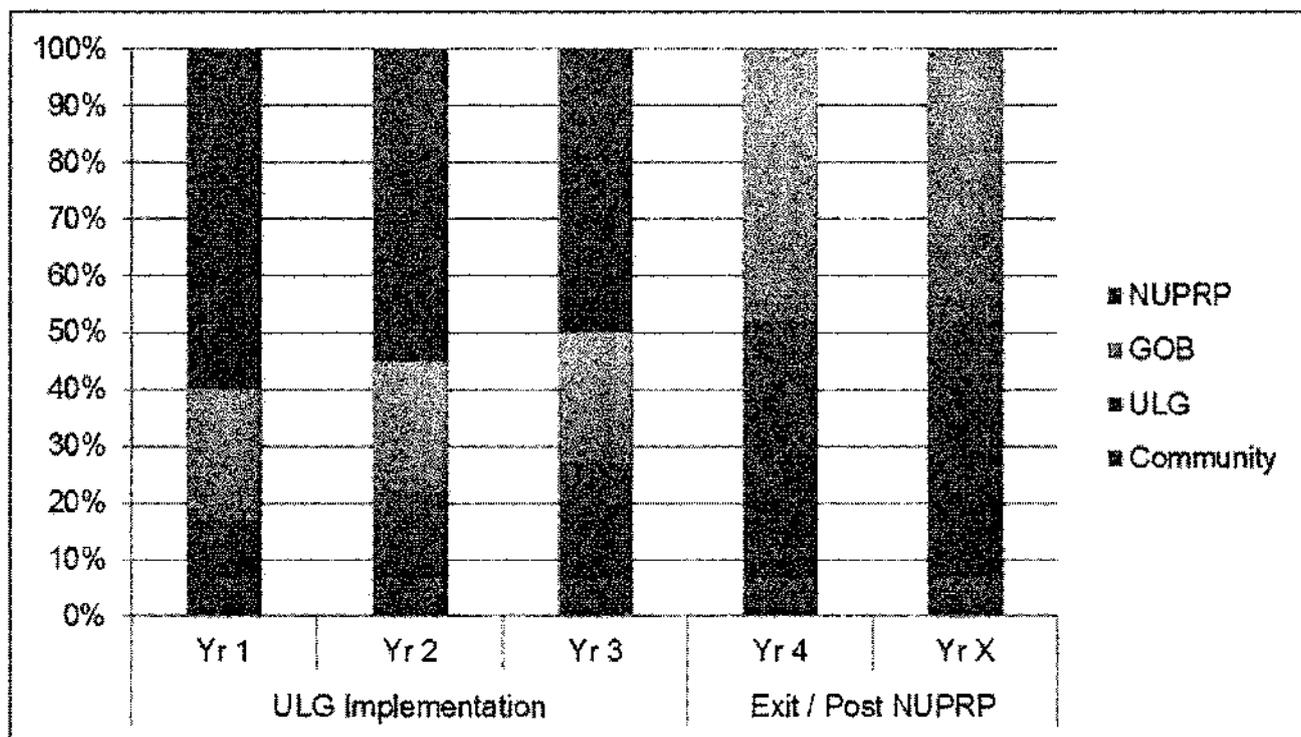
<sup>39</sup> CHDF have been piloted in Chittagong, Comilla, Gopalganj, Rajshahi and Sirajganj.

- c) foster the development of community-level skills in planning, implementation and craftsmanship,
- d) foster ownership and support for quality controlled construction, and e) achieve good value for money.

The ULGs will be responsible for managing the funds for improvements to primary infrastructure. Key elements of the approach will be:

- a) A requirement for the LGU and the community to contribute to the costs of the infrastructure.
- b) A principal focus on community assets and public infrastructure such as improved drainage, paths and street lighting. Private infrastructure such as latrines and cooking stoves will not be funded (these costs may be met under the CHDF).
- c) The community will procure construction materials from the open market (but at rates no higher than LGED district rates) and monitor and approve construction through a process of social audit. A community formed SIF Implementation Committee (SIC) will plan, manage, implement and oversee the completion of interventions.
- d) The preparation of a prioritised plan of improvements based on an indicative allocation to the community, based on a per capita allocation.
- e) A phasing process in each of the NUPRP participant cities and towns whereby the balance of contributions of the NUPRP, LGU and the community evolve over the implementation period to ensure the sustainability and absorption of the SIF as 'business-as-usual' at the end of the implementation period; a pre-requisite of this transition is the increase in (or sustained improvement of) own-source revenue and agreement on an incentivised matching mechanism from GOB through the ADP system. Diagram 2 provides indicative annual weightings of contributions.

Diagram 2 Absorption of the Settlement Improvement Fund



Fund source	NUPRP LGU implementation			Post-NUPRP	
	Year 1	Year 2	Year 3	Year 4	Year X
NUPRP	60%	55%	50%	n/a	n/a
GOB	23%	23%	23%	48%	48%
LGU	10%	15%	20%	45%	45%
Community	7%	7%	7%	7%	7%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

- f) Partnerships with utility companies to leverage investment in water and electricity, bringing lower cost and sustainable improvements in the provision of basic services to the urban poor.
- g) Quality assurance will be ensured through a multi-level oversight of the: a) SIF Implementation Committee, b) municipal engineering department, and c) RSF

Support will consist of:

- a) Technical assistance to the ULGs planning and engineering teams to discuss and agree upgrading plans in consultation with the community.
- b) Finance for the costs of the improvements, which will be shared between the community, LGUs and the NUPRP.

The improvements to infrastructure must be done alongside work to develop the communities and integrate them fully into the social and economic mainstream of the cities and towns in which they live. Nor will this component replace or displace the long-term responsibility of city corporations and pourashavas and to provide the infrastructure investments for their citizens. The aim by the end of the programme is for this work to be the complete responsibility of the ULGs, paid for and supported by them.

### 5B Better climate resilient municipal infrastructure

A separate Climate Resilient Municipal Infrastructure Fund (CRMIF) will be established targeted on supporting low income settlements and specifically focused on building climate resilience through new and adapted infrastructure. It is anticipated that this will cover small to medium scale infrastructure that builds climate resilience and is more strategic nature (with a special reference to disaster risk reduction measures). These priorities will be identified in the CCCRS prepared under Component 1. Each eligible city / town will submit a **climate resilience capital investment package** within the framework and criteria established under the programme.

The CRMIF will be open to all participating cities / towns that fulfil the performance improvements in Component 1 (those that have undertaken improved governance and management under other urban projects will need to demonstrate the sustainability of improvements made and address areas in need of further improvement) (Table 4). The distribution of the grant will be dependent on the size of the urban poor population and in response to the CCRS developed under Component 1.

The use of CRMIF grants as qualifying sharing contributions in applications for investment funding under the Bangladesh Municipal Development Fund (BMDF) will be permitted and encouraged (as leveraged resources for NUPRP implementation). This will be especially applicable to prioritized investments that outstrip the available CRMIF grant. TA support will be provided in developing BMDF applications.

Table 4 Low-income settlements and climate resilience infrastructure funding

Performance-based CRMIF (linked to Component 1)	=	Capacity support to ULGs for performance improvements (Component 1(a), 1(b) and 1(c))	=	Improved climate resilient infrastructure in, and serving, poor urban communities
	=	Reward ULGs that demonstrate performance improvements (Component 5(b))	=	

NUPRP will develop municipal friendly guidelines on the BMDF application process. The CCCRS capital investment portfolios will reflect and align to BMDF requirements in terms of pre-feasibility data, information and formats.

The NUPRP will target the development of BMDF applications in 20 cities / towns with an average of USD 200,000 (a total USD 4 million).<sup>40</sup> The strengthening of ULG capacity under Component 1 will ensure all conditions for eligibility are met, with programme activities covering requisite preparatory activities.

### 2.3 Total Resources/Budget for the Proposed Project

The NUPRP will be implemented with the support of the Government of Bangladesh following a blended development finance model, which includes private, public, domestic and external investments. Utilization of development finance will be prioritized, including through models of government co-financing to accelerate achievement of national development priorities. Leveraging its unique offer, UNDP will help to garner and mobilize resources, including through: exploring and securing private sector partnership opportunities; pursuing non-traditional bilateral partnerships. Presently, commitment of USD 84 million is assured by DFID and UNDP. Total estimated cost of the project to achieve the expected results is USD 112 million which includes UNDP staff time from the country, region or HQ level directly attributable for the project.

Table 5 Estimated programme budget

Programme Components	Inputs (USD millions)					
	GOB	LGI	Community	Development partners	Total	Share (%)
1. Strengthened pro-poor urban management, policy and planning				8,644,444	8,644,444	8%
2. Strong community organizations and an effective voice for the urban poor				8,362,900	8,362,900	7%
3. Improved economic and social well-being for the urban poor	2,000,000		3,000,000	25,531,000	30,531,000	27%
4. More secure tenure and housing finance for the urban poor	3,950,000	1,600,000		7,492,500	13,042,500	12%
5. Improved resilient infrastructure in, and serving, low-income settlements	5,000,000	4,400,000		22,959,074	32,359,074	29%
RELU / Monitoring & Evaluation				2,911,000	2,911,000	3%
Management	2,050,000			7,950,934	10,000,934	9%
GMS				6,148,148	6,148,148	5%
<b>Total</b>	<b>13,000,000</b>	<b>6,000,000</b>	<b>3,000,000</b>	<b>90,000,000</b>	<b>112,000,000</b>	<b>100%</b>

<sup>40</sup> This amounts to an additional USD 3.2 million GOB contribution (Total USD 4,000,000 – 20%).

Table 5.1 Estimated programme budget (Year wise)

Programme Components	2016	2017	2018	2019	2020	2021	2022	Total
1. Strengthened pro-poor urban management, policy and planning	81,340	974,784	1,799,602	2,099,535	2,249,502	1,199,734	239,947	8,644,444
2. Strong community organisations and an effective voice for the urban poor	77,818	1,287,503	1,633,813	1,989,449	2,167,267	922,542	284,508	8,362,900
3. Improved economic and social well-being for the urban poor	57,224	3,887,733	6,492,737	6,758,194	7,240,922	5,161,825	932,365	30,531,000
4. More secure tenure and housing finance for the urban poor	22,808	2,045,618	2,673,694	3,119,309	3,042,117	1,782,462	356,492	13,042,500
5. Improved resilient infrastructure in, and serving, low-income settlements	84,042	4,888,305	8,805,333	5,531,962	5,999,166	5,870,222	1,180,044	32,359,074
RELU / Monitoring & Evaluation	49,275	368,420	591,298	689,847	739,122	394,198	78,840	2,911,000
Management	71,391	1,257,178	2,056,687	2,399,469	2,570,859	1,371,125	274,225	10,000,934
GMS	35,512	766,481	1,285,430	1,499,668	1,532,713	856,953	171,391	6,148,148
<b>Total</b>	<b>479,410</b>	<b>15,476,022</b>	<b>25,338,594</b>	<b>24,087,433</b>	<b>25,541,668</b>	<b>17,559,061</b>	<b>3,517,812</b>	<b>112,000,000</b>
Share (%)	0%	14%	23%	22%	23%	16%	3%	100%



## 2.4 Expected benefits

### At the goal level

The ultimate intended beneficiaries of this intervention are the poor and vulnerable urban people, now and in future years. Based on evidence outlined in the previous UPPR reviews and similar types of urban interventions in Bangladesh, it is reasonable to expect a wide range of benefits to result from the interventions outlined above. These include the following:

- a) Secure land tenure and affordable low cost housing for the poor are likely to have long term impacts on poor households' wellbeing in terms of asset creation; better living condition through access to water, electricity and sanitation; improved productivity; wider employment / income earning opportunities.
- b) Preparation and implementation of local economic development strategies, prioritising skill development needs and employment opportunities for the poor. Once identified, improved educational and training opportunities will be provided – as well as support for accessing jobs.
- c) Improved community infrastructure (drainage, access roads, footpaths and streetlights) that improves the local environment.
- d) Reduced incidence of disease (e.g. less days of sickness due to ill health) and an associated reduction in health expenditure, due to improved environmental conditions.
- e) Increased income earning potential of individuals through provision of training and start-up capital in the form of grants from community's savings fund. The start-up capital may allow the individuals to encourage the use of formal (or quasi-formal) financial services for expansion of economic activities.
- f) Productivity gains for households and adults using transfers to make investments in livelihoods or in seeking employment.
- g) A 'distributional dividend' resulting from better integration of urban poor and vulnerable people in economic activities, allowing an increased volume and share of urban value addition/income reaching poorer deciles of the urban population; this reflects the widely accepted hypothesis that poorer people have a higher marginal utility of cash than the better-off, more-or-less in inverse proportion to their consumption levels.
- h) Multiplier effects that may arise from an increased injection of cash into local economies, especially in poorer areas.

### Impact at fiscal, meso and macro level

**At the fiscal level:** the emphasis on the capacity development of financial management should help support an increase in own-source revenue collection. A stronger capacity of local government to raise revenue at the local is central to the fiscal decentralization required for independent planning for urban communities.

**At the meso-level:** a more skilled and healthy workforce will raise economic productivity. Employment opportunities will be enhanced through economic development strategies. Moreover, ensuring decent and secured living conditions for workers in the vicinity of urban industrial belts will help raise overall productivity of formal manufacturing and organized services activities – predominant activities to be promoted under the Seventh Five Year Plan (2016 - 2020).

**At the macroeconomic level:** given the ever expanding size of the urban centres and the populations that will be linked to employment opportunities, interventions targeting urban poor people should affect overall economic growth, income inequality, employment and the poverty situation.



## 2.5 Value for money

### 2.5.1 Economy

#### Infrastructure works

A significant aspect of economy will be procurement. For infrastructure works through SIF local level procurement of services will adhere to community contracting method. It is assumed that this will be at least 15% cheaper than the value quoted by private contractors at standard GOB rate schedules.<sup>41</sup>

For climate change adaptation costs, there will be a need to measure the incremental costs of adaptation (beyond conventional provision of municipal infrastructure) and the benefits that derive from adaptation.

#### Human resources: technical assistance

The use of local, national and international expertise will be calibrated to make the best possible use of local resources, thereby generating savings in terms of value and time (which also has a cost aspect). Community-to-community support is one of the guiding principles of NUPRP, using the accumulated knowledge and know-how of UPPR communities.

Community organizers will also act as community volunteers in forming community development in new NUPRP cities / towns, and in yet-to-be-covered slum communities in UPPR pioneer cities / towns.

#### Operational and logistics costs

NUPRP introduces a regional support facility approach. The RSF provides technical and capacity support, and troubleshooting on a divisional basis and is designed to: a) recalibrate the centralised project management practiced under UPPR, b) significantly reduce the need for travel from the centre to programme cities / towns, c) compensate for a significantly slimmed down city / town level team, d) share technical support capacity amongst multiple programme participating cities / towns, and e) provide support to non-NUPRP cities / towns where requested therefore enlarging the net of anticipated direct and in-direct beneficiaries.

#### Administration costs

The administrative cost is estimated to be: a) management costs (9%), and b) RELU (3%). NUPRP administrative costs will be lower than UPPR's management and support costs, as well as within the range of other programmes.<sup>42</sup>

#### Outline indicators:

- Infrastructure unit costs
- Human resource costs (and the balance of international, national and local / facilitator inputs)
- Support costs per beneficiary (i.e. skills training costs per trainee, educational grants per recipient)

### 2.5.2 Efficiency

NUPRP will aim to improve the livelihoods and living conditions of up to 6 million urban poor, directly (4 million) and indirectly (2 million). The total cost of the intervention is estimated to be USD 112 million, including USD 8 million seed capital for housing finance and USD 13 million for municipal climate resilience measures. Thus the estimated per unit cost of NUPRP is USD 19. The estimated per unit cost of NUPRP

<sup>41</sup> Community level procurement practices were praised by Mayors in UPPR for demonstrating: a) cheaper provision, b) better quality, and c) high accountability and ownership

<sup>42</sup> Management and administrative support costs for the Chars Livelihoods Project Phase 1 were 25.8% of total costs. Source: 'Value for Money Study', UPPR (2015).

appears reasonable when compared with similar types of intervention.<sup>43</sup> It is lower than UPPR (USD 37) whilst comprising greater scope in municipal strengthening, land and tenure and climate resilience planning and implementation.

NUPRP will continue to use the community contracting method for SIF expenditure, and benefit from efficiency savings recorded under UPPR. Infrastructure unit costs will be lower than official LGED unit cost rates. UPPR used efficiency savings from this method as a headline VFM indicator.<sup>44</sup>

NUPRP will support participating cities / towns to access funding support from beyond the programme, principally through BMDP and other donor funded projects.

Outline indicators:

- NUPRP budget utilisation at a rate of 88% PA
- Infrastructure unit cost rates
- Contract completion rate of SEF and SIF grants
- Infrastructure works (SIF and CRMIF) completed on schedule and to specification (quality)
- Seminars, workshops, training completed on schedule and to specification (quality)

### 2.5.3 Effectiveness

#### Municipal strengthening

Where urban local governments are undertaking strengthening in financial management, own-source revenue collection rates and aggregates will be significantly improved.

#### Community mobilization

A fundamental intervention of NUPRP remains community mobilization. The experience of UPPR suggests a number of social and economic benefits of community mobilization. Applying the concept of money multiplier, UPPR has presented that BDT 1 CDC investment would likely to generate a return of BDT 2.2 within three years of their formation.<sup>45</sup>

#### Community and climate resilient infrastructure

The development of community and climate resilient infrastructure constitutes a public good generating a range of benefits (such as increased safety and security, improved environmental health, reduction in out-of-pocket expenditure, ease of movement with ramifications for employment, earning and productivity, psychological and physical well-being, reduction in the loss of assets).<sup>46</sup> It is anticipated that community level infrastructure investment will produce a benefit cost ratio (BCR) of at least 2.<sup>47</sup>

<sup>43</sup> It is problematic to accurately compare projects – internationally and within Bangladesh – focused on improved basic services. Most projects include a suite of other non-infrastructure measures and much depends on the weighting between infrastructure / non-infrastructure costs and provision. For indicative purposes, the Bangladesh Municipal Services Project (MSP) records a cost per beneficiary of USD 72, and the Madhya Pradesh Urban Services Project (DFID) records a cost per beneficiary of USD 82. Source: 'Value for Money Study', UPPR (2015).

<sup>44</sup> These savings were USD 6.5 million by the end of 2013. Examples of lower unit cost rates from UPPR are 18% (latrines) and 39% (tube wells).

<sup>45</sup> This is estimated as: total cost of mobilizing a community development committee (CDC) for three years would be USD 2,900 (i.e. 1000 persons x USD 2.9). Savings of a CDC after three years have been estimated as USD 4,875 (i.e. 250 members x USD 0.125/week x 156 weeks) and interest earned on savings (without withdrawal) would be around USD 1614 (i.e. @15% interest rate per annum). The estimated return of a CDC is 2.2 [i.e. CDC benefit (USD 6,489 / CDC cost (USD 2,900)]. This suggests a good VFM for community mobilization.

<sup>46</sup> Out of pocket health expenses are on the rise in Bangladesh, and recorded at approximately 64%. Source: 'Bangladesh Health System Review, 3rd Revised Updated Draft 25 November 2013).

<sup>47</sup> 'Economic Assessment: National Urban Poverty Reduction Programme', June 2014, UNDP.



### Provision of skills

Empirical evidence suggests a high return from investment in education and training.<sup>48</sup> It is expected that skills development programme of NUPRP will continue to generate high VFM.

### Tenure and housing

More secure land tenure and improved housing is anticipated to yield similar benefits to community and climate resilient infrastructure. Housing is an asset for the urban poor. Good VFM is anticipated for this intervention.

### Outline indicators:

- Own-source revenue collection demand and rates, and absolute increases in revenue collection
- Percentage of the municipal budget targeted on the urban poor
- % of community contributions in SIF contracts
- Number of CDC formation and participating households
- Number of households participating in CDHFs and average saving contributions
- Number of households accessing housing improvement loans from CDHFs
- Number of households with improved tenure
- Number of the urban poor with improved health through improved nutrition
- Number of skill trainees with employment within 6 months
- Rates of early marriage
- Rates of violence against women

### 2.5.4 Cost effectiveness

#### Cost per beneficiary of improved and resilient infrastructure

The cost per primary beneficiary (3 million) of improved and resilient infrastructure, based on an overall programme cost of USD 32 million, will be USD 11.

#### Cost per city / town supported with urban poverty reduction services

The cost per city / town (up to 36 targeted towns) supported with urban poverty reduction services, based on an overall programme cost of USD 112 million, will be USD 3.1 million.

### 2.5.5 Equity

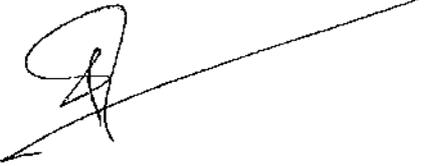
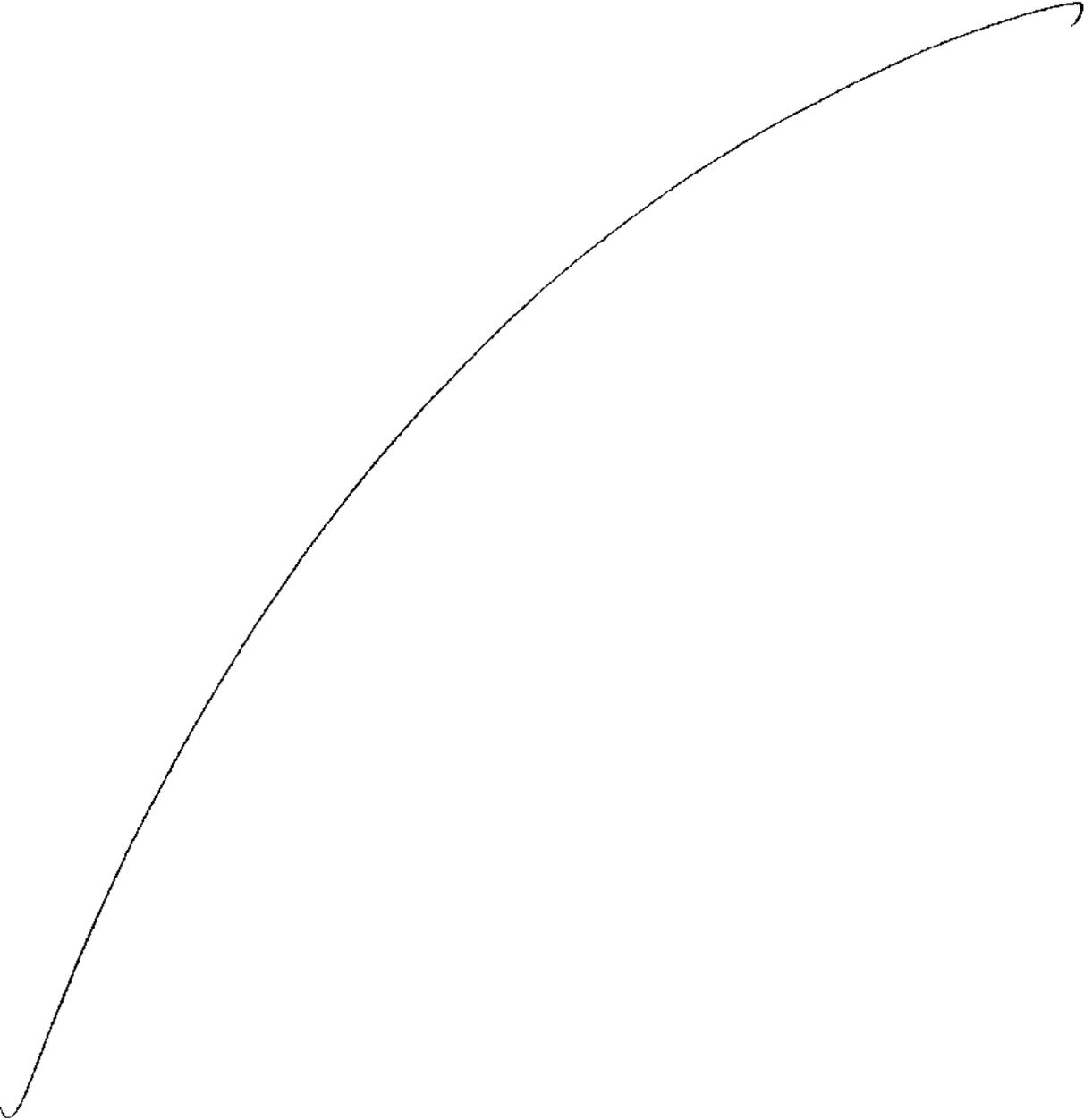
NUPRP is targeted on the urban poor and the most vulnerable urban citizens. The overwhelming majority of beneficiaries under NUPRP will be women and adolescent girls. The NUPRP will ensure people with disabilities are targeted through the introduction of targets and indicators: 2% of community leaders will be persons with disabilities, 5% of skills and employment support initiatives are provided to persons with disabilities, and 2% of water and sanitation initiatives include adaptations for enhanced accessibility or modifications for persons with disabilities.<sup>49</sup>

NUPRP is open to 11 city corporations and 136 class A Pourashavas, whilst noting that around 80% of the urban poor reside in 50 to 60 cities and towns in Bangladesh. The main beneficiaries of NUPRP are the urban poor; according to UPPR data for 29 cities and towns, about 35% of the households in informal settlements are extremely poor. On the basis that NUPRP has a main focus on informal settlements, and applying the UPPR's poverty incidence rate of 35%, it is reasonable to anticipate that NUPRP will reach over 2 million extremely poor people.

<sup>48</sup> G. Psacharopoulos and H. A. Patrinos (2002), 'Returns to Investment in Education: A Further Update', World Bank Policy Research Working Paper 2881, September 2002. The UPPR annual review (2012) reported a BCR of 5.8 for apprenticeships.

<sup>49</sup> The skills and employment target is recommended in the Bangladesh National Skills Development Policy.

III. RESULTS AND RESOURCES FRAMEWORK

A handwritten signature in black ink, consisting of a large, stylized initial 'R' followed by a smaller 'A' and a long horizontal stroke extending to the right.

**Table 6: Results and Resource Framework**  
**[To be reviewed and finalized]**

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> <i>Assign a number to each outcome in the country programme (1, 2....).</i>				
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>				
<b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods				
<b>Partnership Strategy</b>				
<b>Project title and ID (ATLAS Award ID):</b> National Urban Poverty Reduction Programme (NUPRP), ID 92722				
<b>INTENDED OUTPUTS</b>	<b>OUTPUT TARGETS FOR (YEARS)</b>	<b>INDICATIVE ACTIVITIES</b>	<b>RESPONSIBLE PARTIES</b>	
<b>INPUTS</b>				
<b>Output 1</b> Improved coordination, planning and management in programme towns and cities  <b>Baseline:</b> <b>Indicators:</b> 1.1 By 30th Nov 2016 participatory poverty mapping methodology developed and piloted  1.2 % of CAPs that meet quality standards (to be defined but might include e.g. use of urban data and mapping resources)  1.3 % of LGs with information that have made information from assessments available to the	<b>Targets (year 1)</b> 1.1: 1 1.2: 0 1.3: 0 1.4: 0 1.5: 0  <b>Targets (year 2)</b> 1.1: 0 1.2: 75% 1.3: 70% 1.4: 6 (Cumulative) 1.5: 70%  <b>Targets (year 3)</b> 1.1: 0 1.2: 80% 1.3: 80% 1.4: 12 (Cumulative)	<b>1.1 Support city corporations and Municipalities to conduct urban assessments</b> <ul style="list-style-type: none"> <li>Conduct three citywide assessments – a Climate Change Vulnerability Assessment (CCVA), a Poverty and Citywide Assessment and an Institutional &amp; Financial Capacity Assessment – in order to understand the urban context of each city and create a base of knowledge for informed decision making</li> </ul> <b>1.2 Support local governments to use assessments to inform planning &amp; budgeting</b> <ul style="list-style-type: none"> <li>Support local governments to review existing planning documents to identify gaps through the lens of climate change and poverty.</li> <li>Advocate the use of findings to improve planning documents (such as the Pourashava development plans, capital investment plans,</li> </ul>	UNDP Planning Commission Local Government Division (LGD) City corporations / pourashavas Bangladesh Bureau of Statistics (BBS) Municipal Association of Bangladesh (MAB) Bangladesh Urban Forum (BUF) United Cities for Local Government (UCLG) Partner Organization Community Organization	Specify the nature and total costs of the UNDP inputs needed to produce each output.  Technical Assistance: M&E / RELU: Management:  Total costs:

Intended Outcome as stated in the Country Programme Results and Resource Framework: <i>Assign a number to each outcome in the country programme (1, 2, ...)</i>			
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Applicable Key Result Area (from 2008-11 Strategic Plan): Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods			
Partnership Strategy			
Project title and ID (ATLAS Award ID): National Urban Poverty Reduction Programme (NUPRP), ID 92722			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
INPUTS			
public e.g. online, printed documents, workshops	1.5:75%	annual workplans and budgets, Master plans)	
1.4 Number of poverty reduction strategic action plans developed and approved with NUPRP support	<b>Targets (year 4)</b> 1.1: 0 1.2: 85% 1.3: 85% 1.4: 20 (Cumulative) 1.5: 75%	<b>1.3 Activate or establish Ward Level Coordination Committees (WLCCs), Town Level Coordination Committees (TLCCs), and Standing Committees (SCs)</b> <ul style="list-style-type: none"> <li>support the formation, or activation, of WLCC, TLCC and SC, including Poverty Reduction &amp; Slum Improvement; Women &amp; Children; and Disaster Management to promote good governance and ensure participation of urban poor communities in government decision-making</li> </ul>	
1.5 % of LGs with strategies to increase revenues	<b>Targets (year 5)</b> 1.1: 0 1.2: 90% 1.3: 90% 1.4: 36 (Cumulative) 1.5: 75%	<b>1.4 Support regular meetings of WLCCs, TLCCs and SCs</b> <ul style="list-style-type: none"> <li>Ensure committees are functional and all members are actively engaged in decision-making</li> </ul>	
	<b>Targets (year 6)</b> 1.1: 0 1.2: 100% 1.3: 100% 1.4: 36 (Cumulative) 1.5: 75%	<b>1.5 Develop knowledge products on urban poverty issues</b> <ul style="list-style-type: none"> <li>Support the development of various knowledge products, such as publications,</li> </ul>	

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>  <i>Assign a number to each outcome in the country programme (1, 2,...).</i></p>			
<p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b></p>			
<p><b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods</p>			
<p><b>Partnership Strategy</b></p>			
<p><b>Project title and ID (ATLAS Award ID):</b> National Urban Poverty Reduction Programme (NUPRP), ID 92722</p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
		<p>newspaper articles, briefs, and the State of Bangladesh Cities report, to increase an understanding of urban poverty issues and ensure stakeholders are more informed and develop better policies, strategies, and plans that meet the needs of urban poor</p> <p><b>1.6 Support Local Government to develop strategies to increase revenues</b></p> <ul style="list-style-type: none"> <li>Support local governments to develop strategies to increase revenues based on the findings of the Institutional and Financial Capacity Assessment</li> </ul> <p><b>1.7 Establish linkages and partnerships at national level</b></p> <ul style="list-style-type: none"> <li>Establish and promote linkages and partnerships with national and regional bodies, such as the Bangladesh Bureau of Statistics (BBS), Planning Commission, Municipal Association of Bangladesh (MAB), Bangladesh Urban Forum (BUF) and United Cities for Local Government (UCLG), to</li> </ul>	





ensure both social protection and social mobility. The SEF will be administered on a community contract basis following similar procedures to those of the Settlements Improvement Fund (SIF). The UPRR SEF Guidelines will be reviewed, revised and adopted for NUPRR

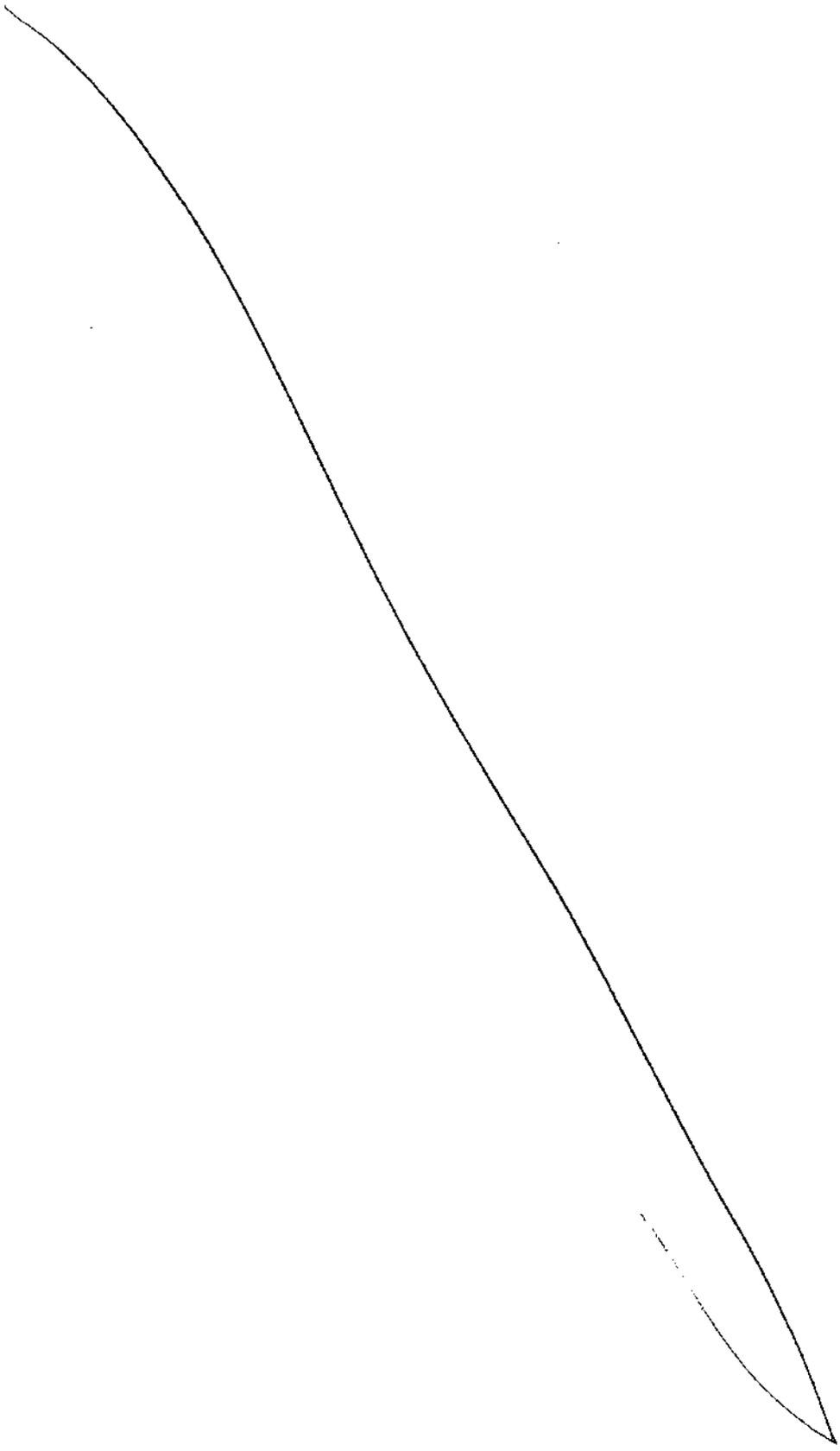
Output-4: More secure tenure and housing finance for the urban poor Security of tenure – and affordable, safe and sound housing for the urban poor –	4A Improved tenure security The approach to tackling land tenure security cannot be prescribed, it will vary between locations and be	Training provision (for up to 200,000)										Sub-total 3A	1,866,000		
		X	X	X	X	X	X	X	X	X	X				
38 Improved nutrition (See note 1)	SEF Business start-up block grants	X	X	X	X	X	X	X	X	X	X	UNDP	DFID	Development partner	6,000,000
		X	X	X	X	X	X	X	X	X	X	UNDP	CNI	Development partner	3,000,000
		X	X	X	X	X	X	X	X	X	X	GOB	GOB	GOB	2,000,000
		X	X	X	X	X	X	X	X	X	X	UNDP	PS	Private sector	11,000,000
		X	X	X	X	X	X	X	X	X	X	UNDP	DFID	Assume 10% of h/h/s (1.4m) 55.42 @ USD 90	4,510,578
		X	X	X	X	X	X	X	X	X	X	UNDP		Sub-total	15,987,578
		X	X	X	X	X	X	X	X	X	X	UNDP		Nutrition Coordinator	219,900
		X	X	X	X	X	X	X	X	X	X	UNDP		Nutrition Training Officer	98,100
		X	X	X	X	X	X	X	X	X	X	UNDP		Nutrition Field Officer	975,600
		X	X	X	X	X	X	X	X	X	X	UNDP		Nutrition Volunteer/CF	1,962,272
Identification of Interventions	Awareness Campaign	X	X	X	X	X	X	X	X	X	UNDP	DFID	Training/Workshop/Seminar/Awareness	520,700	
		X	X	X	X	X	X	X	X	X	UNDP	DFID	Nutrition Commodities	1,182,850	
		X	X	X	X	X	X	X	X	X	UNDP	DFID	Equipment	360,000	
		X	X	X	X	X	X	X	X	X	UNDP	DFID	Printing Materials	170,000	
		X	X	X	X	X	X	X	X	X	UNDP		Subtotal 3B	5,489,422	
		X	X	X	X	X	X	X	X	X	UNDP		Special Studies to identify interventions	6,000	
		X	X	X	X	X	X	X	X	X	UNDP		Manual	100,000	
		X	X	X	X	X	X	X	X	X	UNDP		Reporting / Logistics Support	30,000	
		X	X	X	X	X	X	X	X	X	GOB	DFID	Awareness Campaign	50,000	
		X	X	X	X	X	X	X	X	X	GOB	DFID	Awareness events (allow 1 per city/town)	138,000	
Identification of Interventions	Awareness Campaign	X	X	X	X	X	X	X	X	X	UNDP		Sub-total output 3C	324,000	
		X	X	X	X	X	X	X	X	X	UNDP		Special Studies to identify interventions	6,000	
		X	X	X	X	X	X	X	X	X	UNDP		Manual	100,000	
		X	X	X	X	X	X	X	X	X	UNDP		Reporting/Logistics Support	30,000	
		X	X	X	X	X	X	X	X	X	UNDP		Travel /Logistics	50,000	
		X	X	X	X	X	X	X	X	X	GOB	DFID	Awareness Campaign	50,000	
		X	X	X	X	X	X	X	X	X	GOB	DFID	Awareness events (allow 1 per city/town)	105,000	
		X	X	X	X	X	X	X	X	X	GOB		Sub-total sub-output 3D	341,000	
		X	X	X	X	X	X	X	X	X	UNDP		(Assume 300,000 h/hrs @ USD 50 ph/h x 3 years)	5,000,000	
		X	X	X	X	X	X	X	X	X	UNDP		(Assume 1.4 m h/hrs serving 50%)	2,000,000	
Socio-economic Fund (SEF)	SEF School educational grants	X	X	X	X	X	X	X	X	X	UNDP		Sub-total	7,000,000	
		X	X	X	X	X	X	X	X	X	UNDP		TOTAL OUTPUT 3	30,531,000	
		X	X	X	X	X	X	X	X	X	UNDP		Short Term-International Land Tenure Specialist	360,000	
		X	X	X	X	X	X	X	X	X	GOB	DFID	Seminar/ workshop	75,000	
Socio-economic Fund (SEF)	SEF (Other: early marriage prevention, advocacy, drug abuse)	X	X	X	X	X	X	X	X	X	GOB	DFID	Consultation	45,000	
		X	X	X	X	X	X	X	X	X	GOB	DFID			

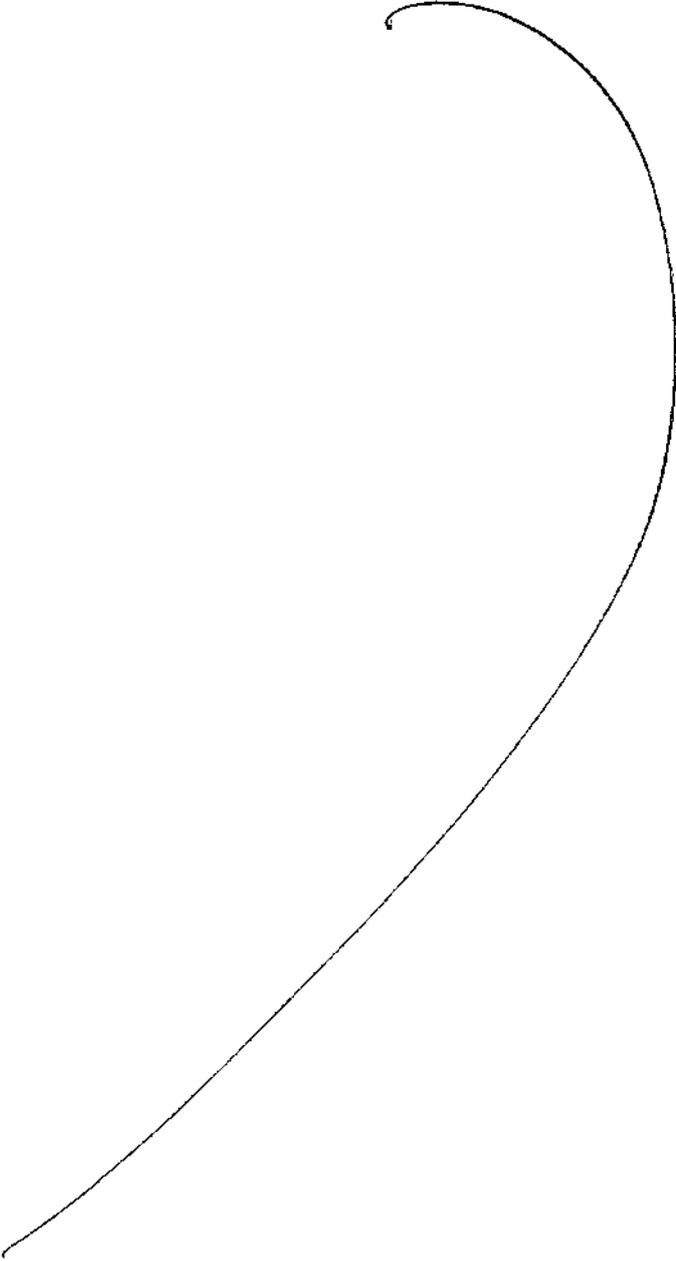






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**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

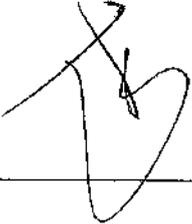
*Assign a number to each outcome in the country programme (1, 2,...).*

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**Partnership Strategy**

**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p><b>5.9 Develop guidelines and provide training for local governments to access funds</b></p> <ul style="list-style-type: none"> <li>In collaboration with Bangladesh Municipal Development Fund (BMDF), NUPRP will facilitate developing guidelines &amp; provide training. These guidelines and training will be provided to the Mayors and key officials of the municipalities on how to access BMDF funds and other funds.</li> </ul> <p><b>5.10 Support LGs to apply for funds, in particular BMDF</b></p> <ul style="list-style-type: none"> <li>Where possible, NUPRP will support local government to develop pro-poor and climate resilient investment schemes to apply for funds through providing technical support and identifying demand-driven pro-poor climate resilient infrastructures.</li> </ul>		

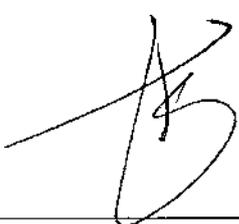
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**Partnership Strategy**

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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<ul style="list-style-type: none"> <li>• large scale infrastructure schemes and review the criteria for accessing funds.</li> <li>• Where possible, NUPRP may support local government to develop large scale pro-poor climate resilient infrastructure schemes, once the potential sources are identified.</li> </ul> <p><b>5.8 Establish Climate Resilient Municipal Infrastructure Fund (CRMIF) for potential cities/ municipalities</b></p> <ul style="list-style-type: none"> <li>• For the City Corporations and Municipalities that meet certain performance based criteria, NUPRP will provide them support through partial funding to implement some medium to large scale pro-poor climate resilient infrastructure projects after establishing the Climate Resilient Municipal Infrastructure Fund (CRMIF).</li> <li>• CRMIF will be a co-funding mechanism where maximum portion of the investment fund will be arranged by local government from their own sources or other sources.</li> </ul>		

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**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>and City Corporations/Municipalities to ensure quality implementation of the infrastructure projects through providing training on SIF implementation and quality control at different levels.</p> <ul style="list-style-type: none"> <li>Periodically refresher training will also be arranged for the leaders of the concerned CDCs.</li> </ul> <p><b>5.6 Ensure operation and maintenance of infrastructure</b></p> <ul style="list-style-type: none"> <li>In order to ensure easy and smooth operation and maintenance of infrastructures, an O&amp;M Fund will be generated from community contributions.</li> <li>Strategies on how to utilize the fund will be revised and updated as well.</li> </ul> <p><b>5.7 Identify potential sources and review criteria for accessing funds</b></p> <ul style="list-style-type: none"> <li>NUPRP will also support City Corporations/Municipalities to identify additional potential sources of funds for their</li> </ul>		

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**Partnership Strategy**

**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
improvement fund (SIF), by type of infrastructure project	5.1: 0 5.2: 155,000 (Cumulative) 5.3: 75%	update the Community Action Plan (CAP) which will particularly identify and assess the infrastructure needs for the community with ensuring participation of all relevant stakeholders during CAP process.	Committee (PIC) Town Project Board (TPB)	
5.3 % of SIF projects completed as per contract schedule/ timing (contract between LG and COs)	5.4: 3 (Cumulative) <b>Targets (year 4)</b> 5.1: 0 5.2: 268,000 (Cumulative) 5.3: 75%	<p><b>5.3 Support development of proposals</b></p> <ul style="list-style-type: none"> <li>NUPRP will train and build capacity of the leaders of CDCs, CDC Clusters and Town Federation on developing guided proposals for SIF interventions to be funded.</li> </ul>		
5.4 Number of climate resilient capital investment packages submitted by LG to Bangladesh Municipal Development Fund	5.4: 10 (Cumulative) <b>Targets (year 5)</b> 5.1: 0 5.2: 373,000 (Cumulative) 5.3: 75% 5.4: 15 (Cumulative) <b>Targets (year 6)</b> 5.1: 0 5.2: 463,500 (Cumulative) 5.3: 75% 5.4: 20 (Cumulative)	<p><b>5.4 Support CDCs to contract SIF labour</b></p> <ul style="list-style-type: none"> <li>In order to maximize the benefits of SIF interventions and generate short term local employment, NUPRP will promote City Corporations/Municipalities, as well as the communities, on hiring/engaging local mason and labourers within the communities.</li> </ul> <p><b>5.5 Ensure supervision and quality control during construction</b></p> <ul style="list-style-type: none"> <li>NUPRP will support community organisations</li> </ul>		

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**Partnership Strategy**

**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 5 More and better climate-resilient and community-based infrastructure in programme towns and cities</b></p> <p><b>Baseline:</b></p> <p><b>Indicators:</b></p> <p>5.1. By 30th Nov 2016 Climate Change Vulnerability Assessment methodology developed</p> <p>5.2. Number of beneficiary households supported through settlement</p>	<p><b>Targets (Year 1)</b></p> <p>5.1: 1</p> <p>5.2: 0</p> <p>5.3: 0</p> <p>5.4: 0</p> <p><b>Targets (Year 2)</b></p> <p>5.1: 0</p> <p>5.2: 52,000 (Cumulative)</p> <p>5.3: 75%</p> <p>5.4: 1 (Cumulative)</p> <p><b>Targets (Year 3)</b></p>	<ul style="list-style-type: none"> <li>Support Identifying potential partners both at national NUPRP will support city corporations and municipalities to and local level for housing finance and establish partnerships to develop their own low-cost housing strategy, that can be increase likelihood of more housing finance for the urban poor, supported by the CHDF as well as other organisations.</li> <li><b>5.1 Review and revise Settlement Improvement Fund (SIF) guideline</b> <ul style="list-style-type: none"> <li>NUPRP will review the existing implementation guidelines related to settlement improvement which will also address the diversified need and local climatic contexts in order to make any investment on infrastructure more sustainable and climate resilient.</li> </ul> </li> <li><b>5.2 Support CDCs to identify SIF projects during CAP process</b> <ul style="list-style-type: none"> <li>NUPRP will support CDCs to prepare and</li> </ul> </li> </ul>	<p>UNDP</p> <p>City corporations / pourashavas</p> <p>Bangladesh Municipal Development Fund (BMDF)</p> <p>Community Organizations (COs)</p> <p>Local communities</p> <p>Local Lanours</p> <p>Local organizations</p> <p>Partner organizations</p> <p>Project Implementation</p>	<p><i>Specify the nature and total costs of the UNDP inputs needed to produce each output.</i></p> <p>Technical Assistance:</p> <p>M&amp;E / RELU:</p> <p>Management:</p> <p>Total costs:</p>

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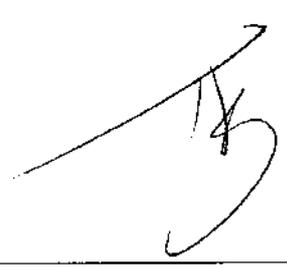
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**Applicable Key Result Area (from 2008-11 Strategic Plan):** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods

**Partnership Strategy**

**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>strengthen them.</p> <p><b>4.8 Provide training to CHDF Board of Directors (BOD)</b></p> <ul style="list-style-type: none"> <li>In order to enhance the capacity and management of CHDF BODs, and wider coverage of the beneficiaries, NUPRP will provide training on: the process of land tenure and housing activities; housing loan disbursement, collection and record keeping; and accounts and administration.</li> <li>NUPRP will develop training modules and support local government to conduct trainings.</li> </ul> <p><b>4.9 Develop climate resilient housing designs</b></p> <ul style="list-style-type: none"> <li>support city corporations and municipalities, and local communities, to design a range of pro-poor climate resilient housing options.</li> </ul> <p><b>4.10 Support local government to develop low cost housing strategies</b></p>		

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**Partnership Strategy**

**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	4.3: 180 (Cumulative) 4.4: 5,500 (Cumulative) 4.5: 180 (Cumulative) 4.6: 14 (Cumulative) 4.7: 3,000 (Cumulative)  <b>Targets (year 6)</b> 4.1: 0 4.2: 36 (Cumulative) 4.3: 230 (Cumulative) 4.4: 7,000 (Cumulative) 4.5: 230 (Cumulative) 4.6: 18 (Cumulative) 4.7: 5,000 (Cumulative)	<ul style="list-style-type: none"> <li>form Standing Committee on Slum Development and Urban Poverty to mainstream the slum development and poverty reduction at local government-level.</li> <li>NUPRP will also advocate for the inclusion of representatives from urban poor communities in Standing Committees.</li> </ul> <p><b>4.6 Review performance, regulations and approaches of existing CHDF</b></p> <ul style="list-style-type: none"> <li>Support CHDF and local government to review performance, regulations, guidelines, approaches of the active CHDFs and help them to develop their own modus operandi.</li> </ul> <p><b>4.7 Establish new CHDFs and support / strengthen existing CHDFs</b></p> <ul style="list-style-type: none"> <li>In order to promote city-wide land tenure and housing activities by the community organisations, NUPRP will support local government to review and reactivate the non-functional CHDF, establish new CHDFs and increase support to the functional CHDFs to</li> </ul>		

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**Partnership Strategy**

**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
least 10 years through negotiation with the land owner)	4.7: 500 (Cumulative)  <b>Targets (Year 3)</b> 4.1: 0 4.2: 12 (Cumulative) 4.3: 60 (Cumulative) 4.4: 1,800 (Cumulative) 4.5: 60 (Cumulative) 4.6: 10 (Cumulative) 4.7: 1,000 (Cumulative)	land.  <b>4.3 Support local governments to develop Land Tenure Action Plans</b> <ul style="list-style-type: none"> <li>Local governments using land mapping surveys will prepare Land Tenure Action Plans (LTAP) with support from NUPRP with particular attention to urban poor communities especially those under threat of eviction.</li> <li>TLCC will approve the LTAP.</li> </ul>		
4.4 Number of beneficiary households with improved tenure security (at least 10 years through negotiation with the land owner)	4.1: 0 4.2: 12 (Cumulative) 4.3: 60 (Cumulative) 4.4: 1,800 (Cumulative) 4.5: 60 (Cumulative) 4.6: 10 (Cumulative) 4.7: 1,000 (Cumulative)	<ul style="list-style-type: none"> <li>Local governments using land mapping surveys will prepare Land Tenure Action Plans (LTAP) with support from NUPRP with particular attention to urban poor communities especially those under threat of eviction.</li> <li>TLCC will approve the LTAP.</li> </ul>		
4.5 Number of settlements where CHDF is providing finance	<b>Targets (Year 4)</b> 4.1: 0 4.2: 24 (Cumulative) 4.3: 120 (Cumulative) 4.4: 3,600 (Cumulative) 4.5: 120 (Cumulative) 4.6: 12 (Cumulative) 4.7: 1,800 (Cumulative)	<ul style="list-style-type: none"> <li>TLCC will approve the LTAP.</li> </ul>		
4.6 Number of LGS with low cost housing strategies developed and approved	<b>Targets (Year 5)</b> 4.1: 0 4.2: 36 (Cumulative)	<ul style="list-style-type: none"> <li>Support communities and local government to initiate effective negotiation on land tenure security with both private and public land owners, based on the findings of land mapping surveys and land tenure action plans.</li> </ul>		
4.7 Number of beneficiary households receiving loans from CHDF	<b>Targets (Year 5)</b> 4.1: 0 4.2: 36 (Cumulative)	<ul style="list-style-type: none"> <li>Support standing committee on slum development and urban poverty</li> <li>NUPRP will revitalise or provide support to</li> </ul>		



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**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 4 More secure land tenure and housing in programme towns and cities</p> <p><b>Baseline:</b></p> <p><b>Indicators:</b></p> <p>4.1 By 30th Nov 2016 methodology for vacant land mapping developed</p> <p>4.2 Number of Land Tenure Action Plans approved by TLCC</p> <p>4.3 Number of urban poor settlements in which NUPRP works with improved tenure security (at</p>	<p><b>Targets (year 1)</b></p> <p>4.1: 1</p> <p>4.2: 0</p> <p>4.3: 0</p> <p>4.4: 0</p> <p>4.5: 0</p> <p>4.6: 0</p> <p>4.7: 0</p> <p><b>Targets (year 2)</b></p> <p>4.1: 0</p> <p>4.2: 8 (Cumulative)</p> <p>4.3: 40 (Cumulative)</p> <p>4.4: 1,200 (Cumulative)</p> <p>4.5: 40 (Cumulative)</p> <p>4.6: 5 (Cumulative)</p>	<p>4.1 <b>Develop methodology for mapping city / municipality land</b></p> <ul style="list-style-type: none"> <li>NUPRP will develop tools and methodology for mapping land available within City Corporations and Municipalities through engagement with community.</li> <li>The methodology will be finalised after feedback from stakeholders.</li> </ul> <p>4.2 <b>Support mapping the availability, quality and ownership of land</b></p> <ul style="list-style-type: none"> <li>Support City Corporations and municipalities to map available land, with particular attention to identify ownership status, probable uses, quality and the desirability of</li> </ul>	<p>UNDP</p> <p>City corporations / pourashavas</p> <p>CHDF Board of Directors (BOD)</p> <p>Community Organizations (COs)</p> <p>Government of Bangladesh (different ministries and departments)</p> <p>Partner Organizations</p> <p>Private Land Owners</p> <p>Standing Committees</p> <p>Town Level Coordination Committee (TLCC)</p>	<p><i>Specify the nature and total costs of the UNDP inputs needed to produce each output.</i></p> <p>Technical Assistance:</p> <p>M&amp;E / RELU:</p> <p>Management:</p> <p>Total costs:</p>

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

*Assign a number to each outcome in the country programme (1, 2,...).*

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

**Applicable Key Result Area (from 2008-11 Strategic Plan):** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods

**Partnership Strategy**

**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	<p><b>Targets (year 6)</b></p> <p>3.1: 0</p> <p>3.2: 80%</p> <p>3.3: 85%</p> <p>3.4: 80%</p> <p>3.5: 60 (Cumulative)</p> <p>3.6: 30,000 (Cumulative)</p> <p>3.7: 75%</p>	<ul style="list-style-type: none"> <li>• The Livelihoods and Markets Assessment findings will inform potential sectors and partners.</li> <li>3.6 Update awareness raising materials on violence against women and girls, early marriage, dowry and other social issues</li> <li>• NUPRP will review and update existing awareness raising materials based on best practices that will be used for Awareness Raising sessions.</li> <li>3.7 <b>Formation and strengthening of savings and credit groups</b> <ul style="list-style-type: none"> <li>• NUPRP will form new Savings and Credit groups in order to increase the access of financial services and products by the poor, and mitigate the impacts of economic shocks.</li> <li>• NUPRP will strengthen existing groups through providing technical assistance.</li> </ul> </li> <li>3.8 <b>Identify and establish partnerships to raise</b></li> </ul>		

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

*Assign a number to each outcome in the country programme (1, 2,...)*

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

**Applicable Key Result Area (from 2008-11 Strategic Plan):** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods

**Partnership Strategy**

**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>3.4 % of beneficiaries whose businesses continue to operate after six months of receiving the block grant</p>	<p>3.3: 70% 3.4: 70% 3.5: 15 (Cumulative) 3.6: 12,000 (Cumulative) 3.7: 75%</p>	<p><b>3.3 Identify SEF beneficiaries by CDC</b></p> <ul style="list-style-type: none"> <li>Through Primary Groups, each CDC will identify SEF beneficiaries for specific grants and prepare a list of SEF grantees to be included in SEF proposals.</li> <li>A database will be used to validate the poverty status for each selected beneficiary.</li> </ul>		
<p>3.5 Number of partnerships created between LG and other stakeholders for skill development and job placement</p>	<p><b>Targets (year 4)</b> 3.1: 0 3.2: 75% 3.3: 75% 3.4: 70%</p>	<p><b>3.4 Support development of proposals for SEF grants</b></p> <ul style="list-style-type: none"> <li>Proposals for SEF grants will be submitted by COs to Ward level project implementation committees; Town Project Boards; and finally NUPRP, for approval and disbursement to PG members</li> </ul>		
<p>3.6 Number of people trained and/ or who have access to information about 1) early marriage 2) VAWG issues 3) dowry</p>	<p>3.5: 35 (Cumulative) 3.6: 18,000 (Cumulative) 3.7: 75%</p>			
<p>3.7 Levels of awareness in relation to 1) early marriage 2) VAWG 3) dowry issues among those involved in awareness raising interventions</p>	<p><b>Targets (year 5)</b> 3.1: 0 3.2: 75% 3.3: 80% 3.4: 75% 3.5: 50 (Cumulative) 3.6: 24,000 (Cumulative) 3.7: 75%</p>	<p><b>3.5 Identify and establish partnership for training and job placement</b></p> <ul style="list-style-type: none"> <li>Support local government to identify and establish agreements with local partners to: provide skills training, and offer employment to SEF beneficiaries.</li> </ul>		

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

*Assign a number to each outcome in the country programme (1, 2...).*

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

**Applicable Key Result Area (from 2008-11 Strategic Plan):** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods

**Partnership Strategy**

**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 3 Improved well-being in poor urban slums particularly for women and girls</b></p> <p><b>Baseline:</b></p> <p><b>Indicators:</b></p> <p>3.1 By 30th Nov 2016 Institutional and Financial Capacity Assessment methodology is developed</p> <p>3.2 % of education grantees achieving grades allowing them to graduate to next year following the end of the grant</p> <p>3.3 % of beneficiaries finding skilled employment after six months of <del>receiving</del> skills development training (apprenticeships)</p>	<p><b>Targets (year 1)</b></p> <p>3.1: 1</p> <p>3.2: 0</p> <p>3.3: 0</p> <p>3.4: 0</p> <p>3.5: 0</p> <p>3.6: 0</p> <p>3.7: 0</p> <p><b>Targets (year 2)</b></p> <p>3.1: 0</p> <p>3.2: 0%</p> <p>3.3: 65%</p> <p>3.4: 65%</p> <p>3.5: 5 (Cumulative)</p> <p>3.6: 6,000 (Cumulative)</p> <p>3.7: 70%</p> <p><b>Targets (year 3)</b></p> <p>3.1: 0</p> <p>3.2: 70%</p>	<p>ensure active participation of the representatives in the committees.</p> <p><b>3.1 Livelihoods and market assessments for each city corporation/ municipality</b></p> <ul style="list-style-type: none"> <li>NUPRP, partner organisations, and local government will conduct an Assessment on livelihoods and markets to identify potential livelihood opportunities and analyse markets so that SEF grants reflect government needs</li> </ul> <p><b>3.2 Support community development committees (CDCs) in developing of community action plans (CAPs) that identify SEF needs</b></p> <ul style="list-style-type: none"> <li>The CAP will better inform each CDC on the economic and social needs of their community.</li> <li>NUPRP will facilitate identify and prioritise community needs related to training, skills development, education and social issues</li> </ul>	<p>UNDP</p> <p>City corporations / pourashavas</p> <p>Community Organizations (COs)</p> <p>Partner Organizations</p> <p>Project Implementation Committee</p> <p>Ward Level Coordination Committee (WLCC)</p>	<p><i>Specify the nature and total costs of the UNDP inputs needed to produce each output.</i></p> <p>Technical Assistance:</p> <p>M&amp;E / RELU:</p> <p>Management:</p> <p>Total costs:</p>

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

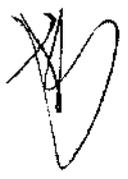
*Assign a number to each outcome in the country programme (1, 2, ...).*

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

**Applicable Key Result Area (from 2008-11 Strategic Plan):** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods

**Partnership Strategy**

**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

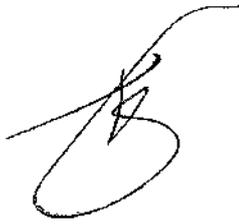
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>needs, constraints and priorities.</p> <p><b>2.8 Support approval of community action plans by WLCC</b></p> <ul style="list-style-type: none"> <li>• CDCs will better articulate their needs and priorities documented in community action plans in the concern WLCC meetings to acquire approval. Approved plans will allow community organisations to implement their priorities and also promote ownership by city corporations and municipalities to address through town and ward level planning and budgeting.</li> </ul> <p><b>2.9 Encourage representation of Community Organizations in WLCC and TLCC</b></p> <ul style="list-style-type: none"> <li>• NUPRP will advocate city corporations/ municipalities for inclusion of community organisations representatives in the formal committees e.g. WLCC recognise CDC Cluster representation and TLCC recognise CDC Town Federation representation.</li> <li>• Furthermore, support and capacity of these community organisations will be provided to</li> </ul>		

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**  
*Assign a number to each outcome in the country programme (1, 2,...).*

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**  
**Applicable Key Result Area (from 2008-11 Strategic Plan):** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods

**Partnership Strategy**

**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	2.3: 25% 2.4: 75% 2.5: 80% 2.6: 36 (Cumulative)  <b>Targets (year 6)</b> 2.1: 0 2.2: 0 2.3: 25% 2.4: 75% 2.5: 80% 2.6: 36 (Cumulative)	<p>the community based planning and decision making process.</p> <p><b>2.5 Support CDCs to conduct participatory identification of poor</b></p> <ul style="list-style-type: none"> <li>Support CDCs and other stakeholder to conduct PIP using participatory tools and techniques followed by specific criteria for measuring level of poverty developed through community participation.</li> <li>Through PIP, community people will identify their poverty status based on vulnerability which helps NUPRP and city corporations/ municipalities to better understand the profile of urban poor people.</li> </ul> <p><b>2.7 Support community to develop community action plans</b></p> <ul style="list-style-type: none"> <li>CDCs will develop community action plans and update on annual basis to facilitate collective planning for community development.</li> <li>Community action plans will also help NUPRP and concerned city corporations / municipalities to understand community</li> </ul>		

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

*Assign a number to each outcome in the country programme (1, 2,....)*

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

**Applicable Key Result Area (from 2008-11 Strategic Plan):** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods

**Partnership Strategy**

**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>2.3 % of PG members from extremely vulnerable urban poor settlements (to be defined)</p>	<p>2.4: 70% 2.5: 70% 2.6: 9 (Cumulative)</p>	<ul style="list-style-type: none"> <li>Form additional community organisations (as above) in the new cities/ towns to support mobilisation of community people for collective voice in planning and decision making process</li> </ul>	<p>(SCs) Local Organizations Partner Organizations</p>	
<p>2.4 % of COs whose performance is judged "fully effective" on an objective and agreed scale to assess institutional effectiveness</p>	<p><b>Targets (year 3)</b> 2.1: 0 2.2: 0 2.3: 25% 2.4: 75% 2.5: 75% 2.6: 12 (Cumulative)</p>	<p><b>2.3 Review Community Organizations (COs) training materials</b></p> <ul style="list-style-type: none"> <li>A review training materials developed under UPPR for improving capacity and performance of community organisations. Following the review, updated training materials will be developed with participation from community people and city corporations/ municipalities</li> </ul>		
<p>2.5 % of CDCs with a valid (= &lt; 12 months) Community Action Plan approved by WLCC</p>	<p><b>Targets (year 4)</b> 2.1: 0 2.2: 0 2.3: 25% 2.4: 75% 2.5: 80% 2.6: 25 (Cumulative)</p>	<p><b>2.4 Provide training to Community Organizations (COs)</b></p> <ul style="list-style-type: none"> <li>Facilitate training of community organisations team to build leadership for community development and also on savings and credit management.</li> <li>Outcome of the training will ensure better knowledge and awareness among community people and promote active participation in</li> </ul>		
<p>2.6 Number of LGs in which TLCCs, standing committees and/ or WLCCs are working effectively (to be defined but likely to include 1) regular meetings 2) representation of urban poor etc.)</p>	<p><b>Targets (year 5)</b> 2.1: 0 2.2: 0</p>			

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

*Assign a number to each outcome in the country programme (1, 2,...).*

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

**Applicable Key Result Area (from 2008-11 Strategic Plan):** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods

**Partnership Strategy**

**Project title and ID (ATLAS Award ID):** National Urban Poverty Reduction Programme (NUPRP), ID 92722

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 2 Enhanced organisation, capability and effective voice of poor urban communities</b></p> <p><b>Baseline:</b></p> <p><b>Indicators:</b></p> <p>2.1 By 30<sup>th</sup> Nov 2016 methodology for assessment of CDC developed</p> <p>2.2 By 30<sup>th</sup> Nov 2016 CDC inventory started for Narayangaraj City</p>	<p><b>Targets (year 1)</b></p> <p>2.1: 1</p> <p>2.2: 1</p> <p>2.3: 0</p> <p>2.4: 0</p> <p>2.5: 0</p> <p>2.6: 0</p> <p><b>Targets (year 2)</b></p> <p>2.1: 0</p> <p>2.2: 0</p> <p>2.3: 25%</p>	<p><b>1.8 Support platform for city-to-city learning, networking and sharing of knowledge</b></p> <ul style="list-style-type: none"> <li>Strengthen existing platforms and establish new ones for the municipalities and city corporations to facilitate the sharing of knowledge, issues, challenges and vision for reducing urban poverty</li> </ul> <p><b>2.1 Conduct assessment of existing UPPR Community Organizations (COs)</b></p> <ul style="list-style-type: none"> <li>An assessment of existing community organisations including Primary Groups (PGs), Community Development Committees (CDCs), CDC Cluster, Federations and Savings and Credit Groups (SCGs) formed under UPPR in the project cities and towns to understand the level of support required for better functioning</li> </ul> <p><b>2.2 Establish new Community Organizations (COs)</b></p>	<p>UNDP</p> <p>City corporations / pourashavas</p> <p>Local communities of urban poor</p> <p>Community Organizations (COs)</p> <p>Ward Level Coordination Committee (WLCC)</p> <p>Town Level Coordination Committee (TLCC)</p> <p>Standing Committees</p>	<p><i>Specify the nature and total costs of the UNDP inputs needed to produce each output.</i></p> <p>Technical Assistance:</p> <p>M&amp;E / RELU:</p> <p>Management:</p> <p>Total costs:</p>

Subtotal	Total Climate Resilient	1,703,000	32,359,074
<b>TOTAL OUTPUT 5</b>			
International KM, M&E, Reporting & Communication Specialist	DFID	UNDP	X
M&E/RELU Coordinator	DFID	UNDP	X
Communication & Reporting Coordinator	DFID	UNDP	X
Software	DFID	UNDP	X
Travels/Logistics	DFID	UNDP	X
Seminar/ workshop	DFID	UNDP	X
<b>Sub Total</b>			<b>1,543,000</b>
MAU Coordinator	DFID	UNDP	X
MAU-Internal Audit Officer	DFID	UNDP	X
<b>Sub Total</b>			<b>192,000</b>
Evaluation (annual review)	DFID	UNDP	X
<b>Sub Total</b>			<b>600,000</b>
Logistic	DFID	UNDP	X
Reporting	DFID	UNDP	X
Three surveys (1 base line and 2 surveys every 2 years with analysis for sample of 1500 households)	DFID	UNDP	X
<b>Sub Total</b>			<b>300,000</b>
Head of M&E section	GOB	GOB	X
Statistician	GOB	GOB	X
Economist	GOB	GOB	X
Office space, utilities	GOB	GOB	X
Reporting/logistic etc	GOB	GOB	X
<b>Sub Total</b>			<b>350,000</b>
<b>TOTAL M&amp;E</b>			<b>2,911,000</b>
International Programme Manager	DFID	UNDP	X
Programme Specialist	DFID	UNDP	X
Operations Coordinator	DFID	UNDP	X
Finance Specialist	DFID	UNDP	X
Finance Officer	DFID	UNDP	X
Admin, Procurement & HR Specialist	DFID	UNDP	X
National ICT Expert	DFID	UNDP	X
Secretary/Assistant	DFID	UNDP	X
Driver-HQ/Cluster	DFID	UNDP	X
Messenger-HQ	DFID	UNDP	X
Vehicles (assumes 8 carry across: 8 pcs)	DFID	UNDP	X
Office Stationary and Supplies	DFID	UNDP	X
Computer software and accessories	DFID	UNDP	X
Office Equipment	DFID	UNDP	X
Office Furniture/Office renovation	DFID	UNDP	X
O & M Vehicles and Motorcycles	DFID	UNDP	X
Rental & Maintenance-Other Equipment	DFID	UNDP	X
Communication (mobile phone and internet charges)	DFID	UNDP	X

**Management Cost**

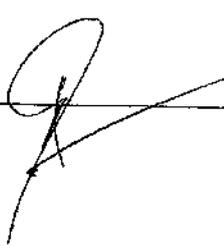
Research, Evaluation and Learning Unit (RELU)

Internal Audit Unit (IAU)

Evaluation (annual review)

Data base development: Baseline and monitoring surveys

Programme Management Unit





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## V. MANAGEMENT ARRANGEMENTS

The scope of NUPRP requires: a) working at both central and local government (city corporations and pourashavas) on policy related issues and capacity development of organisations and individuals, b) supporting and facilitating urban poor communities including community-led and implemented infrastructure improvements, c) addressing tenure and housing issues, and d) supporting resilient, climate change adapted, municipal infrastructure. The scope of NUPRP therefore crosses the rules of business of parts of government and will require cooperation and coordination – the existence of the BUF Inter-Ministerial Committee is considered critical in this respect.

At the core of NUPRP are the communities themselves. The majority of implementation activities will be at the community level, supported through community-to-community mobilization. The proposed implementation arrangements reflect the balance of NUPRP.

GOB is responsible for overall management of NUPRP. UNDP will be the principal administrator on behalf of GOB and donors, and work in partnership with GOB agencies, participating cities/towns and other implementing and technical partners.

NUPRP programme activities will be managed by the LGD (MLGRDC) in accordance with UNDP's National Execution Modality (NEX). NUPRP will be implemented by the LGD through a formal and legally-binding partnership arrangement with participating city corporations and pourashavas.

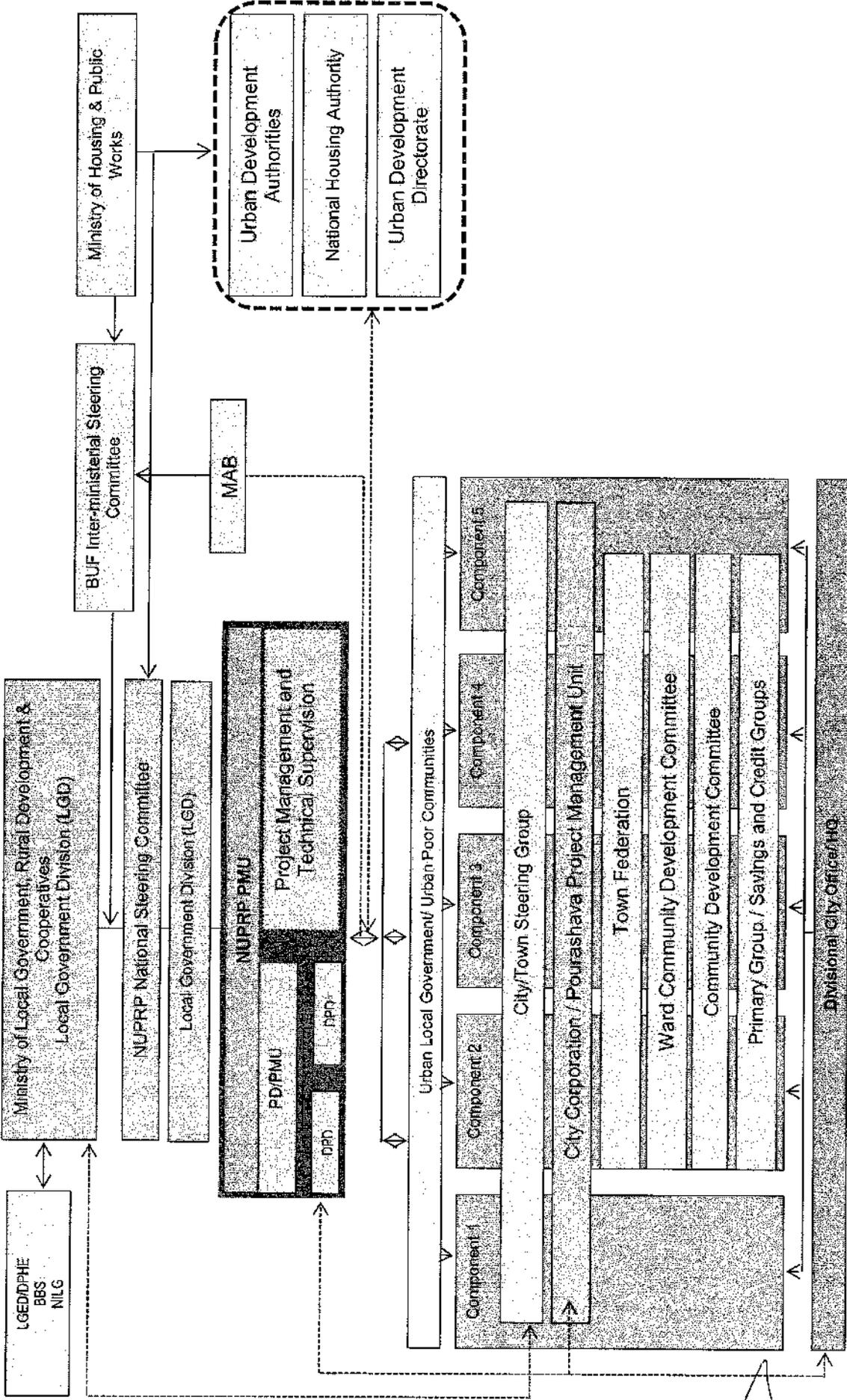
UNDP will provide support focused on:

- a) the implementation of Components 1 to 5,
- b) undertaking key aspects of project monitoring and quality assurance services, and
- c) support to human resource management, procurement and fiduciary services, to ensure high levels of accountability in line with international standards.

The programme organisation structure is presented in Exhibit 1.

A handwritten signature in black ink, consisting of a large, stylized initial 'A' followed by a long horizontal stroke extending to the right.

**Exhibit 1 NUPRP Programme management organization structure**

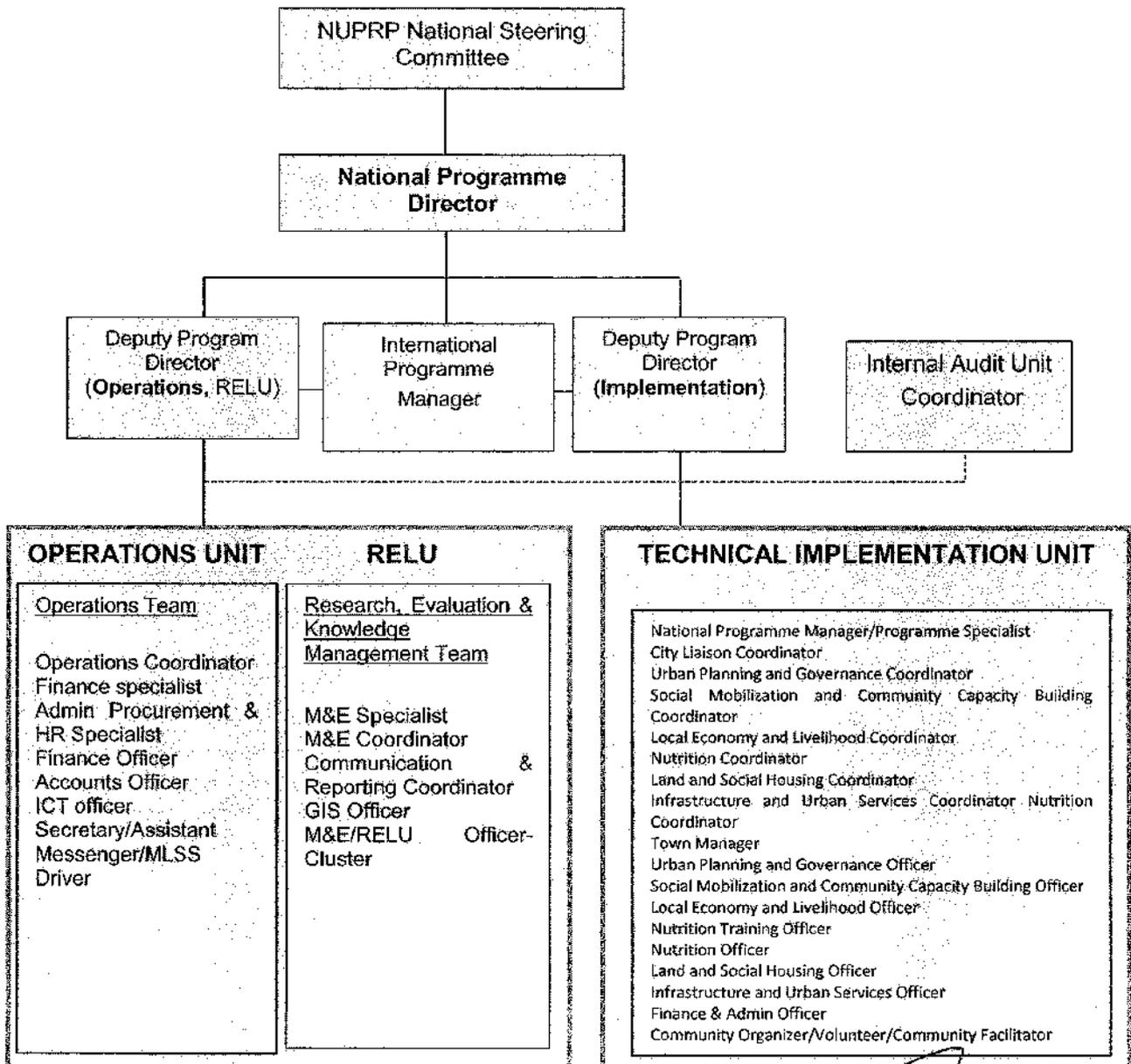


## Project Management Unit

The Project Management Unit (PMU) will be responsible for the following while the outline structure is illustrated in Exhibit 2.

- a) General management,
- b) Financial management,
- c) Overall project planning and implementation,
- d) Procurement of goods and services (TA),
- e) Public relations and communication,
- f) Monitoring and evaluation, and
- g) Reporting.

Exhibit 2 Proposed NUPRP Project Management Unit structure



### **Internal Audit Unit**

A Internal Audit Unit (MAU) will be established to provide an internal auditing and monitoring oversight to the PMU. It will strengthen internal controls, operational and programme financial systems in participating towns, and ensure compliance through city / town visits. A compliance status report will be produced annually, with data generated from the integrated management information system. The IAU will be staffed by a IAU Coordinator and numbers of supporting staff.

### **National Steering Committee**

The National Steering Committee to be headed by the Secretary, LGD of the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C). The National Programme Director (NPD) of NUPRP will be the Member Secretary to NSC. The Committee will meet at 6 monthly intervals and at least once a year. The committee's functions include:

- To provide strategic guidance and policy direction, including up-stream linkages with new policy directions and developments (e.g. to link with GoB planning, 5 year plan, budgetary allocation decisions).
- To coordinate and resolve any inter-ministerial or cross-sectoral issues.
- To periodically review the overall project progress and provide guidance on major operational issues, including tripartite reviews.
- To establish and maintain linkages with key government institutions

Any changes to the project design will require NSC approval.

The National Steering Committee will comprise:

- Secretary, LGD, MoLGRDC (Chair)
- Additional Secretary/Joint Secretary (Urban Development), MoLGRDC
- Deputy Secretary for City Corporations and Pourashava, MoLGRDC
- Chief Engineer, Local Government Engineering Department (LGED)
- Representative, Ministry of Housing and Public Works (MOHPW)
- Representatives of Government Agencies (TBC)
- Representatives of IMED
- Representatives of ERD
- Representatives of Planning Commission
- Representatives of NUPRP City/Town Mayor (max 2)
- Representatives of CDC/Federation representatives ( max 2)
- NUPRP National Project Director (Member-Secretary)
- International Project Manager, NUPRP
- Representative(s), UNDP
- Representative, DFID
- Representative, Bangladesh Urban Forum (BUF)
- Representative, Municipal Association of Bangladesh (MAB)

### **National Programme Board**

NUPRP will have a Programme Board, chaired by the NPD, with the NUPRP IPM, the UNDP CO representatives and its other two members (UKAID/donor representative and others). The Programme Board will meet monthly/quarterly and will report to the National Project Steering Committee. The NUPRP annual work plans and budgets will be prepared by the programme and reviewed by the National Programme Board.

### **Regional Support Facilities**

An anticipated Regional Support Facilities (RSF) will be established to anchor a decentralized approach to implementation across Bangladesh. Each RSF will be based in the divisional city, in turn drawing in the knowledge and capacity that has been built in these cities through successive urban interventions.

The primary purpose of the RSF will be to support and facilitate implementation (assisting the process of community-to-community mobilization). The RSF will: a) provide a capacity building hub at the regional (or cluster of cities/towns) level to support participating and prospective towns, b) facilitate and support horizontal learning within and between towns, c) provide an on-demand problem solving facility to NUPRP towns, d) provide logistical support in implementation, e) provide third party monitoring of participating towns, and f) systematically build the capacity of the LG Divisional HQs in urban poverty reduction measures.

### **City/town Implementation**

Implementation at the local level will be embedded in, and supportive of, existing local government structures in city corporations and pourashavas. Implementation will comprise:

- City/town Manager
- Output (s) Experts and Assistants
- Finance Expert
- Community Organizer/Facilitator

It is anticipated that the overall composition of staff for local implementation will vary between urban areas, dependent on size and the extent of urban poverty. In general local government counterpart staff will comprise:

- Slum Development Officer (SDO)
- Health/Medical Officer
- Town Planner
- Assistant Engineer
- Accounts Officer
- Community Facilitators (on average 25 for each city/town)<sup>50</sup>

The SDO will be the focal point for the work on urban poverty reduction. In addition, municipalities will appoint from 2-4 Community Organisers (COs) to support the work of the SDO. Community Development Volunteers (CDVs) will be identified to support the community-to-community support services (Component 2B) starting with those towns where UPPR has been active and there is a base of people with the experience of community development. An honorarium will be paid to the CDVs.

This Community Development Team (CDT) headed by the SDO, will be responsible for mobilising the communities, creating the primary groups, forming the Community Development Committees and their grouping into Clusters and eventually a Federation at the level of the town. In addition to the CDT, the Pourashava will have access to expertise in community-based engineering so that the community contracting approach developed and tested under UPPR can be implemented.

### **City/Town Project Board**

Each project town will also have a City/Town Project Board which will meet monthly. Its members will be:

- Member Secretary of the City/ Municipality Steering Committee
- Head of Slum Improvement Section / Slum Development Officer
- NUPRP's City/Town Manager

### **City / Town Steering Committee**

A City / Town Steering Committee will be established in each participating city / town with the role of guiding the project activities, ensuring that opportunities for optimizing are taken and bottlenecks in implementation at addressed. It will meet quarterly. The exact composition of the Steering Committee will

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<sup>50</sup> One Community Facilitator for mobilizing approximately 5000 people / 1160 households. Community Facilitators will be employed by ULG and paid for by NUPRP.

be decided and endorsed by each council ensuring full ownership of the programme. Illustratively, it will comprise (though ideally not exceeding 8 members):

- Mayor (Chair)
- Representatives of urban poor communities (2)
- Steering Committee Chairs (TBC)
- Ward Commissioners (2)
- Chief Executive Officer / Secretary (or other senior local government officer with the concurrence of the Project Board), (Member Secretary)
- City corporation / pourashava section heads for slum improvement, engineering, health and administration
- LGED Executive Engineer
- NUPRP's City/Town Manager
- NUPRP City Liaison Coordinator (Observer)

**Programme coordination: BUF Inter-Ministerial Committee**

NUPRP will utilize, and strengthen, existing coordination structures. It will optimize opportunities for sharing the policy lessons and messages from implementation at a senior level. The BUF Inter-Ministerial Committee (BUF-IMC) has already been constituted through an official order. It is headed by the Honorable Minister of MLGRDC and Minister of MHPW, as Chair and Co-chair respectively. The scope of the BUF-IMC remit includes:

- a) coordination among the concerned organisations/authorities, ULGs and other stakeholders in the urban sector for urban policy and development,
- b) advise on activities related to urbanisation, and
- c) other issues related to (a) and (b).

The members are:

- Honorable Minister of MLGRDC (Chair)
- Honorable Minister of MHPW (Co-Chair)
- Secretary, LGD, MLGRDC
- Secretary, MHPW
- Secretary, Ministry of Forest and Environment
- Secretary, Ministry of Information
- Secretary, Planning Division
- Representative, Prime Minister's Office
- President, Municipal Association of Bangladesh
- Representative, On behalf of Vice Chancellor, University of Dhaka
- Representative, On behalf of Vice Chancellor, Bangladesh University of Engineering and Technology (BUET)
- President, Bangladesh Institute of Planners (BIP)
- President, Institute of Architects, Bangladesh
- President, Bangladesh Institute of Engineers
- Chairman, Centre for Urban Studies (CUS), Dhaka
- Chairman, Bangladesh Poribesh Andolan (BAPA)
- Chairperson, Bangladesh Mohila Parishad
- Chairperson, Coalition for the Urban Poor
- Co-chairperson, Local Consultative Committee Urban Sector and Country Director, UNDP
- President, REHAB
- Head, Bangladesh Urban Forum (Member Secretary)

**In relation to NUPRP, the BUF-IMC will:**

- Ensure smooth inter-ministry/ agency coordination.
- Facilitate in resolving critical project implementation issues and in inter-agency coordination.



- Review and provide policy direction on implementation of the urban reform agenda, and ensure opportunities for shaping this agenda on the basis the learning of urban poverty reduction is optimized.
- Oversee site clearance activities and obtaining statutory clearances.

## 5.1 Key Programme Staff

### National Project Director

A National Project Director will be responsible for guiding the overall management of project activities, ensuring that they are consistent with signed DPP/project document and approved annual work plans. The Project Director will lead the LGD project implementation team through planning, implementing and managing the delivery of activities approved in project documents and approved annual work plans following UNDP corporate National Implementation Manual. The Project Director is responsible for day to day operational management of the project, including developing and overseeing work and procurement plans, financial management and preparation of project progress reports. The Project Director will also facilitate anchoring project experience with policy implications within government system to smooth the process of policy response and facilitate cooperation required with other ministries and government departments for effective NUPRP implementation.

### International Project Manager

The International Project Manager is responsible for ensuring that the project is managed in an effective and accountable manner under the guidance of the National Project Director and supervision of UNDP management. The Project Manager will be responsible for leading the project team through planning, implementing and managing the delivery of policies, reports, knowledge products and other results approved in the project document or annual work plans. S/he will provide overall operational management, for successful execution and implementation of the programme in line with the execution policies and procedures of the project. She/he will be responsible for financial management and disbursement with accountability to the Project Board and UNDP management. The International Project Manager will have overall responsibility, together with the National Project Director, for the project's Inputs and the achievement of its Outputs as measured by the Indicators of Success. The International Project Manager is a member of the Project Board and in addition is responsible to UNDP for the project's performance. The International Project Manager will be responsible for the coordination and the technical performance of the Operations and Technical team as well as the Regional and Town Project Teams.

### Senior Liaison Coordinator

The Senior Liaison Coordinator will bear responsibilities for all kinds of programme operation being implemented according to the project document and approved annual work plans. This will in particular pertain to correct beneficiary selection as per set criteria, selection of public works through community consultation, active engagement of local programme committees, submission of timely and correct monitoring/MIS reports and proper financial management. S/he will guide the work of regional coordinators and town team and identify the need for field assistance by specialist of the technical specialist team.

### City Liaison Coordinator

Under the overall supervision of the International Project Manager and the direct guidance of National Programme Manager/Senior Liaison Coordinator, the City Liaison Coordinator leads and guides the NUPRP's engagement with Local Government Institutions (LGIs) to set up and negotiate contracts for the implementation of the programme. The City Liaison Coordinator also will be responsible for i) Partnership building and liaison with Local Government Institutions, and other agencies at city/town level involved in urban development; ii) Operational Set-Up of NUPRP at city/town level; and iii) Knowledge Management, Learning, and Reporting.

### Operations Coordinator

The Operations Coordinator will be responsible for ensuring management of operations, efficient procurement of goods and services and supervision of the Management Support Unit, full compliance with

UN/UNDP rules, regulations and policies, implementation of corporate operational strategies, establishment of management targets and monitoring of achievement of results. S/he is also responsible to ensure that recruitment processes are made in accordance with UNDP rules and regulations, appropriate use of different contractual modalities and contracts management. S/he will carry the performance of Manager Level 2 role in Atlas for vouchers and Purchase Orders approvals. S/he will be responsible for monitoring of exception reports for unusual activities, transactions and investigation of anomalies or unusual transactions.

#### Finance Specialist

The finance specialist will be responsible for proper financial management of the programme including implementation of budgets, payments and preparation of all types of financial reports. S/he will provide financial and project management support, review exchange rate to check availability of resources for realistic budgeting and ensure RBM, ensure regular maintenance and updating of project books and accounts and assist in preparing periodic financial and accounting records, maintain inventory of project assets and maintain delivery records. S/he will ensure cooperation with participating banks and other payments agents selected. The Financial specialist will carry out his duties liaise with government department, UNDP, Donor partners, NGOs and other key stakeholders.

#### Admin and Procurement Specialist

The admin and procurement specialist will be responsible for providing services on finance, human resources management, procurement and logistics etc. S/he will facilitate budgeting and expenditure tracking, prepare financial reports, assist recruitment and payment of UNDP staff and manage the procurement that is done through UNDP.

#### Knowledge Management Coordinator

The knowledge management coordinator will be responsible for ensuring that the towns and the programme as a whole produce in time monthly, quarterly and annual reports and that points for comment or action are identified. S/he will facilitate the production of Knowledge Products and coordinate the production of documents for policy workshops and conferences and the production of reports after those activities. S/he will review quarterly and annual financial reports from the towns as well as requests for payment and make recommendations to the International Project Manager and the National Project Director and ensure that the towns prepare physical and financial progress reports, highlight any discrepancies and bring them to the attention of the International Project Manager and the National Project Director.

#### M&E Specialist

The M&E Specialist will be responsible for setting up and operating the programme's M&E and MIS systems. S/he will initiate, guide and facilitate baseline surveys and subsequent results appraisals and special studies. S/he will provide assistance to scheduled Mid-Term Evaluation and End line evaluation. The M&E Specialist will be responsible for collecting MIS data from the field through district level offices and feeding such data into quarterly and annual progress reports and assist in report writing. S/he will ensure implementation of effective MIS reporting and arrange for capacity development training as required.

#### GIS Specialist

The GIS Specialist will be responsible for GIS application in analysis of relevant science-based information to create specific decision support products for utilization by stakeholders at all levels (community, city/local government) including sector specific stakeholders (urban development, natural resources and Environment Management etc). S/he will utilise GIS application in geological hazard, vulnerability and risk assessment and potential impacts to different sectors (agriculture, water resources, urban development and infrastructure, natural resources and Environment Management, etc) based on subject specific information in order to design appropriate disaster risk reduction interventions to suit all levels (community, city/local government, Provincial and National governments). S/he will generate / prepare GIS maps to aid advance hazard specific warnings and dissemination of relevant information to specific stakeholders at all levels. S/he will also use GIS application in analysis of socio-economic and physical

vulnerabilities to social housing and geological hazard risk environment, utilizing results from research on historical impacts, current coping strategies and policy and institutional landscape, and changing socio-economic conditions (population growth, urbanization, economic growth, consumption trends, environmental degradation, etc.). The GIS Specialist will also assist in developing strategic approach to achieving program goals and sustainability.

#### Communication Specialist

The Communication Specialist will coordinate and ensure the overall communications of NUPRP, ensuring effective and efficient communication systems for programme activities, development of useful documentation and coordinate with related stakeholders. S/He has to ensure a general strategy and plans are in place to capture ongoing information from the field related to progress and learning during the implementation of the programme. The Communication Specialist will work closely with the M&E Unit in order to align documentation plans with measurable indicators of project progress and success. The Communication Specialist will maintain a working relationship with the UNDP Communication unit and serve as the point person on all programme branding issues for NUPRP. S/he will also ensure the effective and timely dissemination of communication materials in relevant and suitable format.

#### Internal Audit Specialist

The Internal Audit specialist will be responsible to achieve the purpose and performance deliverables for Internal Audit Unit (IAU). S/he will also be responsible for designing and implementation of oversight and compliance strategy and system. S/he will develop an auditing system to manage the oversight and compliance team to ensure a culture zero tolerance of corruption among all project partners through tracking and managing required data for local, town, and programme level reporting as well as providing assistance to programme staffs.

#### Data Management Specialist

The Data Management Specialist will be responsible for development, enhancement and maintenance of multiple datasets. S/he will evaluate datasets for consistency, completeness, accuracy and reasonableness through auditing data on a regular basis to ensure data integrity. S/he will be responsible to manage the regular report running schedule and process for the NUPRP. S/he will perform data management activities in accordance with contract, and regulatory requirements. S/he will develop process improvements for data management activities, perform data analysis using statistical tools, generate data reports on periodic basis for management, identify and correct data entry errors. S/he will present data management updates at internal and management meetings and address any issues, questions and problems in accurate and timely manner. S/he will be responsible for creating a database for storing data dictionaries and troubleshooting problems.

#### Urban Planning and Governance coordinator

The urban planning and governance coordinator will be responsible to undertake research and analysis; review land use planning and urban design; and develop planning strategies, plans, controls, standards and policies. S/he will provide complete strategic review of proposals and associated infrastructure to provide sound advice and achieve sustainable strategic objectives within timeframes and budget at town levels for programmes planned through NUPRP. S/he will assist and coordinate consultants in the preparation of technical studies and reviews, including infrastructure and facilities, to achieve objectives within timeframes and budget. S/he will be responsible for fulfilling the legislative requirements and statutory processes, as well as Local Government Act and other legislative functions as applicable in a timely manner.

#### Urban Policy Specialist

The Urban Policy Specialist will be responsible to ensure operational assistance to the Task Teams working on various sectors and activities, including the preparation of project documents, research and analysis on specific tasks, support to project supervision and conduct substantive research on specific urban sector issues e.g. service coverage and quality, public expenditures allocation and effectiveness, and fiscal impact. S/he will participate in missions; liaise and coordinate with government counterparts, donors and other stakeholders. S/he will conduct economic and statistical analysis on urban related issues, in particular land, housing, and municipal services along with review and interpret data; screen relevant documents, prepare



reports to management and external agencies, help organize knowledge-sharing or consultation workshops with clients and sector stakeholders. S/he will also be responsible for providing cross-support on urban-related issues to other sectors as needed.

#### Municipal Finance Specialist

The Municipal finance specialist will be responsible for identifying, evaluating, and projecting the existing and potential financial resources - including the potential increase in existing own revenue sources, beneficiary charges, new revenue instruments, beneficiary and private investment financing; criteria and guidelines related to evaluating their feasibility and scope. S/he will be also responsible for developing robust yet efficient methodology, parameters, and procedures to evaluate, prioritize, and plan urban infrastructure and institutional development improvement projects, including those for the stakeholder consultation as well as for cost-benefit analysis.

#### Social Mobilization and Community Capacity Building Coordinator

The social mobilisation and community capacity building coordinator will ensure that graduation strategy for beneficiary households is implementable considering locality and engage in advocacy to remove obstacles and create a more congenial environment. S/he will advise on specific on specific training needs and devise training modules accordingly. S/he will devise a system for reporting incidents on VAW&Cs and facilitate that required action is taken. S/he will also keep an eye on the nutrition of women and children and participate in relevant programmes/activities.

#### Local Economy and livelihood coordinator

The local economy and livelihood coordinator will be responsible for devising effective strategies and input packages for livelihood activities of beneficiary households. S/he will actively liaise with the organisation(s) contracted for training and oversee interventions of skills in demand at local level. The local economy and livelihood coordinator will outline a plan of more climate changes resilient livelihood options based on area specific conditions. S/he will set rapid market appraisals for key livelihood activities in motion and facilitate market considerations in selection of activities.

#### Nutrition coordinator

The Nutrition coordinator will be responsible for Overall management of the Nutrition Intervention of NUPRP. Provide strategic directions to Nutrition Officers for linking nutrition component with Local economy and livelihood, Hygiene promotion, Watsan activities and health linkages in NUPRP towns; S/he will actively liaise with the organisation(s) contracted for training and oversee interventions of health and hygiene of adolescent girls, pregnant women at local level. S/he will oversee setting up of town level operational structures such as procurement, storage and delivery of the Nutrition related commodities, the CDC level and cluster level meetings and counseling schedule;

#### Land and Social Housing Coordinator

The land and social housing coordinator will be responsible for providing technical support, advice and capacity building to the team and the programme partners in the towns in the fields of security of tenure, participatory community planning and low income housing. S/he will provide knowledge building and policy advice services on international best practices in the fields of security of tenure, community planning and low income housing. S/he will undertake national and international networking in the fields of security of tenure, community planning and low income housing. S/he will also be responsible to provide intellectual or substantive leadership in the area of security of tenure, community planning and low income housing.

#### Land Specialist

The Land specialist will be responsible for supporting the urban poor communities to obtain improved levels of security of tenure through community networking, negotiating with land owners, land sharing, re-blocking and where appropriate identifying alternative land. S/he will devise a system that ensure that renters and the extreme poor are included in the process of improve security of tenure through the provision of a range of security of tenure options.

### Social Housing Specialist

The social housing specialist will be responsible for supporting the urban poor communities in participatory settlement planning and the design of housing improvements and new housing. S/he will also develop the capacity of partners, NGOs and staff and students from academic institutions in participatory housing and planning processes. S/he will contribute to develop the capacity of national programme staff and government counterparts.

### Infrastructure and Urban Services Coordinator

The infrastructure and urban services coordinator will be responsible to ensure urban poor communities and groups are mobilised to create healthy and secure living environments through identifying all urban poor settlements and slum and non-slum extremely poor groups in programme towns. S/he will provide capacity building and technical support for establishment of community savings groups and preparation of community action plans, databases and community proposals for physical, economic and social development. S/he will support communities to meet demands for water supply, sanitation, drainage, electricity and public lighting, waste management, road access and community facilities through participatory processes including community contracting. S/he will be responsible for support communities to have access to town level service networks and facilities.

### Climate Change Specialist

The Climate Change specialist will be responsible for identifying innovative programme interventions to operationalize climate change and energy related outputs of the NUPRP Action Plan based on thorough analysis of the political, social and economic context of the country in light of national priorities as per national strategic development plans as well as UNDP mandate presented in annual actions plans for NUPRP. S/he will be responsible for identifying strategic and innovative programme areas of cooperation and prepare project proposals and project documents to effect the implementation of agreed annual plan. S/he will also document best practices, covering concepts, strategies and implementation approaches and support the management in streaming programmes policies and practices.

## 5.2 Partnership

Inherent to this project, is the involvement of many actors, and as such, stronger partnerships are envisaged with city/municipality and the local offices of national agencies and line ministries. Ideally the project is to be implemented through a tripartite partnership arrangement amongst the respective municipality/city corporation, the LGD and UNDP. Conscious efforts will be made to forge partnerships with other UN agencies and major development partners (e.g. World Bank, ADB, JICA, GIZ/KfW) and local CSO/ NGO actors within the urban sector through the collaborative working. Efforts will also be made to develop partnerships with international networks namely UCLG, ACHR etc. Collaborations will be explored with other development partners' interventions. A strong engagement with the private sector is required due to the focus of the proposed project on local economic development, livelihoods and PPP. A series of partnership arrangements will need to be facilitated.

## 5.3 Implementation schedule: phasing

An overview of the implementation schedule and proposed phasing of city / town participation is shown in Exhibit-3. Noted that funding contributed by DFID will be organized in two phases, the first phase will last for 2 years 8 months and involve twelve cities / towns. An evaluation at the end of phase 1 will determine the commitment to a second phase which will cover the remainder of the full implementation period (6 years) – 3 years 4 months. A Memorandum of Understanding between DFID and UNDP will establish detailed targets (output indicators).





#### 5.4 Selection process/criteria for NUPRP City/Town

The NUPRP City/Town Selection is finalized through a detailed methodology. A six steps methodology was carried out for selecting cities and towns (all are City Corporation or Class-A Municipalities). Cities/towns are identified using filtering indicators based on population and poverty incidence, a specific criteria assessment matrix (local government performance, vulnerability to Climate Change and Disaster, Synergy/Partnership opportunities) and geographical coverage/distribution.

##### City/Town Selection Process Steps:

###### Step 1:

- Filter cities and towns using the Urban Population and Poverty Incidence (BBS, 2010)
- List and map the Specific batch of Cities and Towns (1)

###### Step 2:

- Apply a set of three (3) criterion to the Specific Group of Cities and Towns:
  - Local Government performance
  - Vulnerability to Climate Change & Disaster
  - Synergy/Partnership opportunities
- Rank the Specific Group of Cities and Towns (2)

###### Step 3:

- Consult with the Ministry (LGD) for Verification of City/Town Selection Criteria

###### Step 4:

- Filter the specific batch of Cities and Towns considering the facts of their Geographical coverage/distribution and population size.
- List and map the specific batch of Cities and Towns (Phase-1 implementation Period (24 months) and 30-36 during Scale-up Phase (40 months))

###### Step 5:

- Prepare a rank of cities/towns, as per set criteria, and prioritize around 36 cities/towns from the list in order to reach up to 6 million beneficiaries

###### Step 6:

- Finalize the list of prioritized cities/towns and obtain the endorsement by the LGD/NUPRP Steering Committee.

#### 5.4.1 Proposed Set of Criteria

##### Exhibit 4 Proposed selection criteria

Criterion	Weight (max)	Source of Data
<b>A. Local Government Performance (50%)</b>		
A.1 The Municipal Development Plan contains a slum improvement plan	5	Municipality, LGED
A.2 The Municipality has a slum improvement budget line.	5	Municipality
A.3 For the current financial year, what % of the Municipality's total budget is allocated to the slum improvement budget line?	10	Municipality
A.4 The Municipality is implementing poverty reduction programs in sectors such as WATSAN, link road, footpath, drain, street light, health, education, social protection, gender and low-cost housing etc.	10	Municipality, LGED
A.5 For the last 3 Years, Municipality's own source revenue collection rate	10	Municipality
A.6 The Municipality is undertaking annual property tax assessments and has increased collections year on year since 2012.	6	Municipality

A.7	Municipality is conducting regular monthly council meeting, regular TLCC meeting, tax automation system, functional one-stop service	4	Municipality
<b>B. Climate Vulnerability (40%)</b>			
	Upazila/local level multi-hazard vulnerability (Integrating risk of flooding, storm surges, salinity and drought).	40	ATLAS: Disaster and Climate Change Risk Maps and Planning Guide, CDMP and Municipalities
<b>C. Private Sector Engagement (10%)</b>			
	The Municipality is working with the Private Sector to create employment or traineeship opportunities for young people	10	Municipality

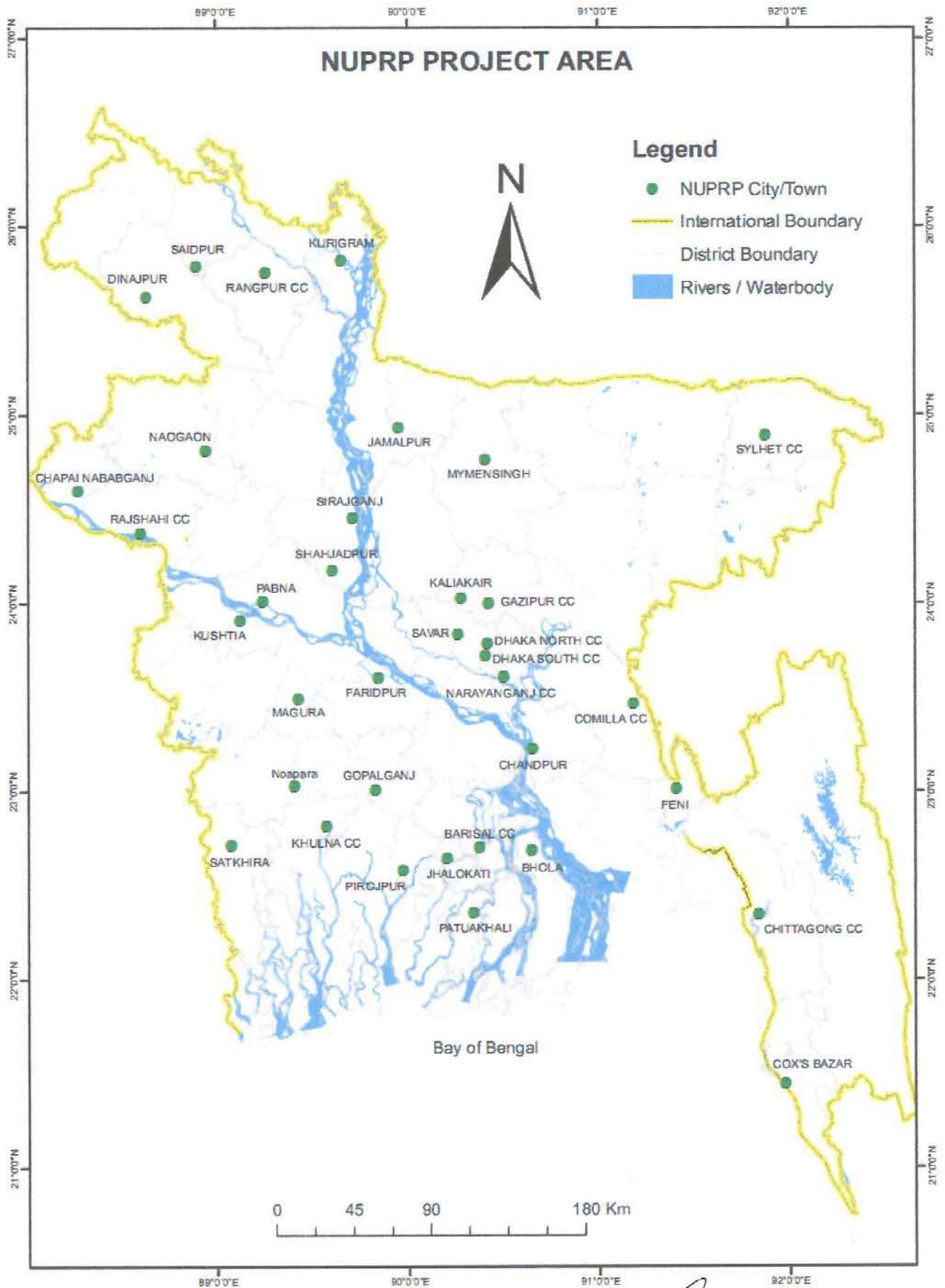
#### 5.4.2 Location of the Project.

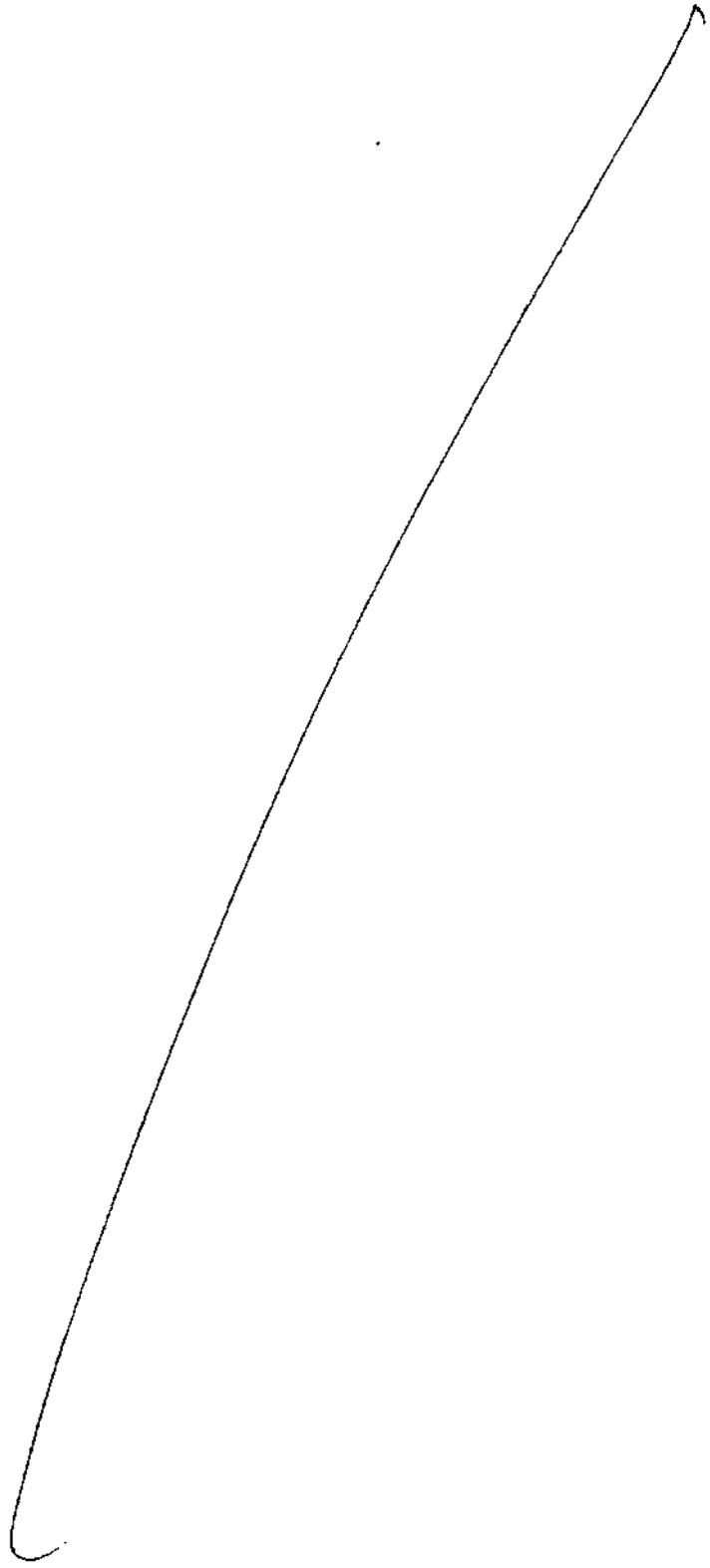
Sl. No	Division	District	City Corporation/ Pourashava
01	Dhaka	Dhaka	Dhaka North City Corporation*
02		Dhaka	Savar Pourashava
03		Dhaka	Dhaka South City Corporation
04		Narayongonj	Narayongonj City Corporation*
05		Faridpur	Faridpur Pourashava*
06		Gopalganj	Gopalganj Pourashava
07		Gazipur	Kallakoir Pourashava
08		Gazipur	Gazipur City Corporation
09	Chittagong	Chittagong	Chittagong City Corporation*
10		Chandpur	Chandpur Pourashava*
11		Cox's Bazar	Cox's Bazar Pourashava
12		Comilla	Comilla City Corporation
13		Feni	Feni Pourashava
14	Rajshahi	Rajshahi	Rajshahi City Corporation
15		Chapai Nawabgonj	Chapai Nawabgonj
16		Naogaon	Naogaon Pourashava
17		Pabna	Pabna Pourashava
18		Sirajgonj	Sirajgonj Pourashava*
19		Sirajgonj	Shahjadpur Pourashava
20	Khulna	Khulna	Khulna City Corporation*
21		Kushtia	Kushtia Pourashava*
22		Satkhira	Satkhira Pourashava
23		Magura	Magura Pourashava
24		Jessore	Noapara Pourashava
25	Sylhet	Sylhet	Sylhet City Corporation*
26	Rangpur	Rangpur	Rangpur City Corporation
27		Nilphamari	Syedpur Pourashava
28		Kurigram	Kurigram Pourashava
29		Dinajpur	Dinajpur Pourashava
30	Barisal	Barisal	Barisal City Corporation*
31		Patuakhali	Patuakhali Pourashava*
32		Pirojpur	Pirojpur Pourashava
33		Jhalakathi	Jhalakathi Pourashava
34		Bhola	Bhola Pourashava
35	Mymensingh	Mymensingh	Mymensingh Pourashava*
36		Jamalpur	Jamalpur Pourashava

\* City Corporation/ Pourashavas selected for Phase-1

**Note:** Phase-2 cities/towns will be selected from the remaining City Corporations/Pourashavas

Map: Geographical Distribution of (list is also shown in Annex - 4) NUPRP Cities/Towns





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## VI. MONITORING FRAMEWORK AND EVALUATION

Monitoring and evaluation (M&E) will be fundamental to the organisation and implementation of the NUPRP, capturing evidence and driving value for money. The purpose and design of M&E functions will be to:

- a) Keep delivery of the programme on track
- b) Make timely adjustments to implementation to improve delivery and impact, and enhance sustainability – this will underscore the promotion of flexibility in the programme
- c) Optimize the development of a culture of creative learning
- d) Provide the foundation for evidence based applied learning, and a significant contribution to the evidence of poverty reduction, economic development and climate resilient cities globally
- e) Capture and share good practice, of raising the profile of urban poverty reduction in urban development, and raising national and international awareness
- f) Provide the fuel for an effective evidenced-based communication strategy
- g) Prioritise the information and evidence needs that have the biggest impact on development outcomes

It is anticipated that the spectrum of M&E tools and approaches will be used in the course of implementation:

- a) Audit,
- b) Value-for-money studies,
- c) Monitoring,
- d) Review, and
- e) Research.

Programme M&E is intrinsically linked to the performance indicators and the logical framework (Annex 2). The emphasis on M&E is reflected in the staff allocation at all levels: PMU, RSF, and at the city / town level. A dedicated M&E specialist / coordinator will be appointed at each level.

RELU's overall purpose is to improve NUPRP's performance in measuring and reporting results in clear, concise, digestible and timely communication. This will involve both internal communication within the programme to share success and learning, and encourage continual improvement, and external communication with partners and the public. This will involve: a) primary research, and b) data collection. It will also lead on capturing, documenting and actively promoting good practice and lesson learning.

### A. Monitoring

Each of the participating cities will provide a detailed Inception Report (including a Project Work Plan that will be reviewed and updated at six-monthly intervals). Quarterly Progress Reports (QPR) and Quarterly Work Plans (QWP) will be submitted to the NUPRP PMU.

An integrated management information system (MIS) will be developed at the outset to ensure a smooth data flow from the NUPRP cities / towns on a quarterly basis. Responsibilities for the timely collation and inputting of data will be clearly defined in TOR of programme staff. This will link uniform data inputs from local implementation to a central database held at the NUPRP PMU.



Baseline data requirements are critical to the overall monitoring and evaluation of NUPRP and building an evidence base upon which to evaluate its impact. A representative baseline survey will be carried out in selected NUPRP participant cities/towns, with a randomised control sample of non-participating towns (possibly Group B selected towns), on confirmation of programme participants. The survey will be repeated every two years. A review of data needs will start from and build on mechanisms built under UPPR. These include:

**Multi-dimensional poverty index (MPI):** this approach has been used in measuring UPPR performance since 2009 (and will allow comparability) using ten indicators under three dimensions: health, living conditions and education.

**Empowerment index:** a scorecard based tool developed under UPPR to measure women's empowerment. This provides a platform for adaptation and possible integration with the multidimensional poverty index.

**Municipal Financial Assessment:** the Financial Assessment will record 5-year actuals: a) recurrent revenue b) recurrent expenditures, and c) net operating surplus/deficit.

## **B. Evaluation**

The NUPRP approach to evaluation will consist of both operational and impact evaluation. NUPRP will place special emphasis on impact evaluation in line with the on-going innovative nature of the interventions. Such evaluations open up opportunities for learning about what works and what does not.

Formal operational evaluation focused on the implementation of NUPRP will provide for:

- a) baseline, three annual reviews and impact evaluation (2016-2022),
- b) an independent assessment to be procured by DFID after 2 years and 8 months, which will perform the role of a mid-term review, and
- c) a programme completion review.

Impact evaluation will determine whether it is possible to identify the programme effect and to what extent the measured effect can be attributed to programme activities rather than other (non-programme) causes. The success of an impact evaluation is contingent on good counterfactual data. Counterfactuals will vary across 'treatments' and NUPRP will employ the most appropriate methods and tools. This includes: a) randomized evaluations, b) matching methods (such as propensity score matching (PSM)), c) double-difference (DD) methods, and d) regression discontinuity (RD) design. Irrespective of method, a comprehensive baseline survey will be conducted in both 'treatment' and 'control' areas before interventions commence. The same treatment units (such as households and CDCs) will be surveyed in the middle of the programme and immediately after closure. NUPRP will therefore create three panels: one before the intervention and two after the intervention.



**VII. MONITORING AND EVALUATION PLAN**

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:  
*[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

**Monitoring Plan**

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Impact evaluation	Rigorous empirical evidence on the results of the 5 main outputs. Gain insights as to which interventions are working, their effects with a focus on learning and improving. The overall goal is to help support the development of better policy.	Baseline and annually, and at endline.	Better policy development. Design of improved project interventions.	High quality research institutions	TBA
Value for money	Measure the economic return and consider the return on investment of each output and the project as a whole.	Annually.	Mid-course correction to improve or end low value activities and scale up those with high value.	As above and individual consultants.	
Track progress results	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP, HDCs, CHTRC and Partners	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to	UNDP, LGD, Municipalities and Partners	

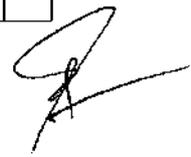


Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.		keep track of identified risks and actions taken.		
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP, LGD, Municipalities and Partners	
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	LGD, UNDP	
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	LGD, UNDP	
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary,	Annually, and at the end of the project (final report)		LGD, UNDP	

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., NSC) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least once annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	LGD, UNDP	

**Evaluation Plan**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation						
Final evaluation						



### C. Access and dissemination

A detailed approach to archiving and documentation of all NUPRP documentation will be developed at the start of the programme (and M&E Plan). NUPRP will use a range of dissemination methods including: a) publications: to communicate the evaluation of, and learning from, implementation (this will include reports, case studies, briefings, snapshots and press releases, b) Knowledge-sharing events, and, c) data documentation.

More specifically the anticipated outputs will include:

**Two internationally peer-reviewed articles:** the target will be applied practitioner oriented publications such as Environment & Urbanisation. The focus will be determined by the research and impact evaluations.

**Five policy briefings:** concise, sharply drafted and illustrated briefings for: a) Bangladesh parliamentarians and policy makers, b) international policy makers and decision-takers (a secondary benefit of NUPRP will be its influence on the international urban policy agenda). This will involve distribution to the Bangladesh target audience and internationally through established urban sector news networks such as: Urban Gateway and Urbancity (Urban Matters Bulletin), and organisations that promote sharing such as the Cities Alliance, Rockefeller Foundation, Asian Coalition of Housing Rights, Shack / Slum Dwellers International, and Reall. Other networks and facilities can be tracked for their capacity and suitability for sharing such as the Urban Resilience Climate Change Trust Fund, Cities Development Initiative for Asia and the Asian Cities Climate Change Resilience Network.

**Newsworthy articles and opinion pieces:** that capture the programme in action on the lives of communities and slum dwellers, and are designed to enhance debate and understanding, promote coverage of the opportunities presented by poverty reduction and consolidate NUPRP as a world leader in urban poverty reduction. Whilst not budgeted, international programme makers, might also be approached with concept notes. Nationally the target will be Bangladesh media (TV, radio and print). Internationally the target will be reputable (campaigning) press (print and web based equivalents). A target of two such pieces will be targeted each year 2017-21. Staff and those associated with the programme will be incentivized to draft and submit pieces. Other strategies might include launching competitions for young writers and journalists.

**International capacity development support:** whilst not a target for the programme, in principle there is every opportunity to provide information in a form that feeds into capacity development networks (such as CityNet), materials, and dissemination techniques (for example the notable World Bank e-learning facility).

**Data gathering and publically accessible data:** the storage and sharing of evaluation data in a publicly access database. The NUPRP will further improve accessibility to progress through the development of performance dashboards covering each of the participating cities / towns. The NUPRP website will perform then role of both shop-front and back, providing regularly updated news and materials and easily access to communications materials.

**Sharing events:** to communicate the findings of individual evaluations and discuss practice learning (such as conferences or stakeholder workshops). this includes the horizontal learning orientation of the programme to allow communities and municipalities to share know-how backed by wider programme evidence, and the higher-level dissemination through focus discussions and workshops, or through presentations in pre-existing conference agendas.

### D. Compliance

The Mutual Accountability Unit (MAU) will ensure compliance through city / town visits. A compliance status report will be produced annually, with data generated from the integrated management information system. Specifically the following measures will be undertaken;



### Within the annual cycle

- **Track Progress.** Following the frequency cited in the monitoring plan, progress data against the results indicators will be collected and analysed to assess the progress of the project in achieving the agreed outputs. National data sources should be used whenever possible. Slower than expected progress will be addressed by the project management. Beneficiary feedback will be part of regular data collection and performance assessment.
- **Monitor and Manage Risk.** Based on the initial risk analysis submitted (see annex 1), a risk log shall be actively maintained, including by reviewing the external environment that may affect the project implementation. Risk management actions will be identified and monitored using a risk log. This includes monitoring social and environmental management measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.
- **Evaluate and Learn.** Evaluations shall be conducted in accordance with the evaluation plan. Knowledge, good practices and lessons should be captured and shared, as well as actively sourced from other projects and partners, and integrated back into the project. If a project evaluation is required (e.g., when mandated by partnership principles, or due to the complexity or innovative aspects of the project), it should be conducted in accordance with the project's evaluation plan.
- **Review and Make Course Corrections.** The project management will review the data and evidence collected (through all of the above) on a regular basis within the annual cycle, and make course corrections as needed. The frequency of review depends on the needs of the project, but an internal review of the available progress data against the results indicators is required at least quarterly. Any significant course corrections that require a decision by the Project Board should be raised at the next Project Board meeting.

### Annually

- **Annual Project Quality Rating.** On an annual basis and at the end of the project, the quality of the project will be rated by the QA Assessor against the quality criteria identified in UNDP's Project Quality Assurance System. Any quality concerns flagged by the process must be addressed by project management.
- **Annual Project Review and Report.** The Project Board shall hold a project review at least once per year to assess the performance of the project and appraise the Annual Work Plan for the following year. An annual report will be presented to the Project Board for the review, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period. Any quality concerns or slower than expected progress should be discussed by the project and management actions agreed to address the issues identified. This review is driven by the Project Board and may involve other stakeholders as required.

### Closure

- In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up.

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## **VIII. LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Bangladesh and UNDP, signed on 25 Nov. 1986. All references in the SBAA to "Executing Agency" shall be deemed to refer to "implementing Partner."

This project will be implemented by LGD (Implementing Partner) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

## RISK MANAGEMENT

1. Consistent with the Article III of the SBAA [or the Supplemental Provisions], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

## Tolerance

An overall stage tolerance of plus/minus 20% on approved stage budget and plus/minus 6 months on stage schedule will be allowed. If these tolerance levels are forecast to be exceeded, the Project Executive Group will be immediately notified, and corrective action will be taken as required.

## Fit with UNDAF and CPD

The UNDP Country Programme Document (CPD) for 2017-2020 includes a priorities for 'Increase opportunities, especially for women and disadvantaged groups to contribute to and benefit from economic progress' And UNDAF 2012-16 has goal for 2.1 OUTCOME 1 Economic growth is achieved in an inclusive manner, extending opportunities to the rural and urban poor and protecting the vulnerable from shocks and 6.1 By 2016, at least three million urban poor have improved living conditions and livelihoods to realize their basic rights

Through developing a *genuinely national approach to urban poverty reduction*, this project fits within the UNDAFAP and CPD covering 2017-2020, directly contributing to the achievement of CPD Outcome 1 and

UNDAF pillar 2 and 6. These outcomes will also be covered in new CPD 2021-24. The project is also contribute directly and indirectly to SDG goals 1-6, 8, 10, 11 particularly and 17.

### **Fit with national priorities and plans**

The Government of the People's Republic of Bangladesh has committed to the followings in the Seventh Five Year Plan (FY2016 – FY2020).

#### **Urban Development**

- Infrastructural investment and civic facilities in peri-urban growth centres especially around Special Economic Zones
- Inclusive housing and other civic services for urban inhabitants including for people living in informal settlements and slums
- Inclusive urban planning based on sustainable land use planning and zoning
- Increased productivity, access to finance, and policy support for urban micro-small and medium enterprises

#### **Spatial Dimension of Urbanization**

- Develop a pro-poor national urbanization development taking into account carefully projected urban migration.
- Develop low cost housing and construction material industry. Develop small towns based on rural industrialization or create new towns around export-oriented private SMEs.
- Encourage compact development with all basic services and facilities.

The perspective plan of government of Bangladesh highlighted to address urban challenges. It is mentioned in the plan that Bangladesh has been experiencing rapid increase in its urban population ever since its independence in 1971. Urban population as a percentage of total population increased from around 8.8 % to nearly 23 % during 1974-2001 period. It is estimated that by the year 2021 nearly one-third or 33% of the population of Bangladesh will be living in urban areas. The urban population recorded during the 2001 Census was nearly 28.6 million and is currently (2010) estimated at 40 million. The tremendous challenge of absorbing such a massive number of people in urban areas and providing them with shelter, food, employment, healthcare, education, municipal services and recreation facilities is made more difficult given shortage of urban facilities and resources, skilled manpower and good governance. The urbanization challenge unless managed well could pose a serious problem to the future growth prospects for Bangladesh.

The objective of this project is fully aligned with the outcome of the urban development component of the Seventh Five Year Plan (2016-2020) specifically for providing a considerable opportunity to address the current gap in urban sector development policy in general, and targeted urban poverty and government's perspective plan as well.



## Acronyms

ACCNLDP	Adaptation to Climate Change into the National and Local Development Planning
ADB	Asian Development Bank
ADP	Annual Development Plan
AWP	Annual Work Plan
BUF	Bangladesh Urban Forum
BBS	Bangladesh Bureau of Statistics
BDP	
BCR	Benefit Cost Ratio
B MDF	Bangladesh Municipal Development Fund
CCCRS	Community Climate Change Resilience Strategy
CEO	Chief Executive Officer
CGP	City Governance Project
CRDP	City Region Development Project
CCAUD	Climate Change Adapted Urban Development
CRMIF	Climate Resilient Municipal Infrastructure Fund
CTIIP	Coastal Towns Infrastructure Improvement Project
CAPs	Community Action Plans
CDC	Community Development Committee
CHDF	Community Housing Development Funds
CST	Community-to-community Support Team
CP	
CPD	Country Programme Document
DFID	Department for International Development
DRR	Disaster Risk Reduction
DP	Development Partner
ERD	Economic Relations Divisions
GCS	Government Cost Sharing
GIS	Geographical Information Systems
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit, GmbH (German: German Society for International Cooperation, Ltd.)
GOB	Government of Bangladesh
GDP	Gross Domestic Product
HACT	Harmonized Approach Cash Transfer
HIES	Household Income and Expenditure Survey
ILO	International Labor Organization
IGRC	Information and Grievance Redress Cell
JICA	Japan International Cooperation Agency
KfW	Kreditanstalt Für Wiederaufbau (German Development Bank)
LTAP	Land Tenure Action Plan
LGED	Local Government Engineering Development
LGU	Local Government Unit
LED	Local Economic Development
LGD	Local Government Division
LPUPAP	Local Partnership for Urban Poverty Alleviation Programme
M&E	Monitoring & Evaluation
MAU	Mutual Accountability Unit

MoLGRDC	Ministry of Local Government Rural Development and Cooperatives
MAB	Municipal Association of Bangladesh
MGSP	Municipal Governance and Services Project
MIP	Municipal Implementation Plans
NNS	National Nutrition Service
NPD	National Project Director
NUPRP	National Urban Poverty Reduction Programme
NIM	National Implementation
NOBIDEP	Northern Bangladesh Integrated Development Project
O&M	Operations and Maintenance
PAC	
PG	Primary Group
PMU	Project Management Unit
PGSP	Pourashava Governance and Support Project
PPSIP	Pro-poor Slum Integration Project
QA	Quality Assurance
RBAP	Regional Bureau Asia Pacific
RMG	Ready-made Garment
RSF	Regional Support Facility
RELU	Research Evaluation and Learning Unit
RIUD	Resilient and Inclusive Urban Development
SAARC	South Asian Association for Regional Cooperation
SIF	Settlement Improvement Fund
SLMs	Settlement Land Maps
SIC	SIF Implementation Committee
SEF	Socio-Economic Fund
SSC/TrC	South-South and Triangular Cooperation
SBAA	Standard Basic Assistance Agreement
SC	Standing Committee
TBC	To Be Confirmed
TA	Technical Assistance
TOR	Terms of Reference
TLCC	Town Level Consultation Committee
TRAC	Target for resource assignment from the core
UGIIP	Urban Governance Infrastructure Improvement Project
UNDAF	United National Development Agenda Framework
UNDP	United Nations Development Programme
ULGs	Urban Local Government
UMCC	Urban Management of Internal Migration due to Climate Change
UPPR	Urban Partnerships for Poverty Reduction
USDP	Urban Sector Development Plan
USD	United States Dollar
VFM	Value for Money
VAA	Vulnerability and Adaptation Assessments
WLCC	Ward Level Coordination Committee

IX. ANNEXES

Annex 1 : Risk Analysis

[To be reviewed and finalized.]

Risk (category and type)	Probability / Impact		Mitigation
	(L=Low, M= Moderate, H = High)	(L= Low, M= Moderate, H = High)	
<b>Strategic</b>			
An urban sector crowded with urban sector DP interventions undermines planned delivery	M	M	NUPRP will require flexibility for local implementation, especially in regards to Component 1. Urban sector interventions with governance and infrastructure improvements are being implemented by ADB, JICA, KfW and World Bank, with capacity building support by GIZ. Detailed, locally tailored, city / town implementation plans will ensure a complementary approach with other DP interventions.
The project fails to engage effectively with those responsible for urban policy and has limited policy impact	M	M	Component 1A specifically addresses national urban policy development, with strong M&E systems supporting the collation of strong evidence to feed policy frameworks. NUPRP specifically targets policy framework scheduled for development.
Rapid urban growth in peri-urban areas beyond municipal administrative boundaries	H	M	This may be significant in relation to the biggest urban areas (Dhaka and Chittagong). NUPRP will need to work with other donors to craft responses that address need outside the framework of urban local government.
<b>Political</b>			
GOB commitment to a 'national programme' is tepid after early signs of commitment	H	M	UPPR has demonstrated that GOB commitment can be developed. The urban sector DP portfolio is growing, and understanding of the significance of the urban sector has matured (for example through BUF).  NUPRP will support the further development of the policy framework, strengthen networks (that can influence and carry the message). Operationally, a staged/phased approach provides incentivisation. A flexible approach allows for focusing (and redirecting) resources on interventions that work.
Lack of co-ordination and/or significant differences within and between Ministries and ULGs.	M	H	A National Programme Steering Committee will bring together the main players. The BUF Inter-Ministerial Committee will further support a collaborative approach to urban sector workings. The principles of decentralization and ownership at the local level are embedded in the design of local level implementation.
Political instability, and deterioration in the political environment constrains both the ability of NUPRP to influence national urban policy and operationally the implementation of the programme at the city / town level.	H	H	UPPR has managed to retain satisfactory delivery, and the predecessor LPUPAP was able to continue delivering throughout a Caretaker Government period. The decentralized delivery, most significantly at the city / town and community level, but supported at the divisional level will ensure continuity in implementation

Risk (category and type)	Probability / Impact		Mitigation
	(L=Low, M=Moderate, H=High)	(L= Low, M= Moderate, H = High)	
ULGs are unable to adopt pro-poor policies because they are constrained by national policies, refuse or lack the capacity to take initiatives forward.	L	H	LPUPAP, UPPR and other DP urban sector interventions have demonstrated that progress is possible. The local government acts (2009) has gone some way to building the ability of city corporations and pourashavas to manage their affairs. Significantly, the well-established community based procedures in partnership with local government will mitigate the possible effects of this risk. A community-to-community mentoring approach will ensure that know-how is readily available. NUPRP will build the capacity of ULG to work with, and respond to, the needs of the urban poor.
<b>Financial</b>			
Fraud, corruption and misuse/misdirection of funds	M	H	UPPR has developed approaches designed to minimize financial misappropriation. The majority of funds are transferred to communities via dedicated accounts in ULGs using auditable procedures. Financial transparency is maintained at all levels.  Strong financial systems and internal audit will be established (through monthly financial reporting), with financial training for staff.  As with UPPR, a Mutual Accountability Unit (MAU) will provide an additional oversight mechanism: MAU will monitor construction activities.
Slow growth in ULG revenues and/or ULGs fail to allocate them to pro-poor / poverty reducing activities	M	M	NUPRP targets and incentivizes improvements in the capacity to build and sustain enhanced own-source revenue collection (through support for better financial management), and this will be tied to access to climate resilience infrastructure investment funding.  Evidence from UGIIP-1 and 2, and from successive diagnostic and scoping studies, clearly indicates there is considerable scope to enhance own-source revenue.  Access to SIF funding is contingent on a contribution from ULG. A mechanism for sustaining the targeting of funds to the urban poor by ULG will be developed during implementation based on matching funds from GOB through ADP allocations.
Resource allocation to climate change resilience funding interventions are insufficient against needs and the incremental costs of adaptation	M	M	The focus will be on strategic infrastructure within, or serving low-income communities and therefore or oriented away from major trunk infrastructure. Additional funds could be targeted from other DPs or through the Bangladesh Municipal Development Fund where insufficient.
<b>Organisation</b>			
Political interference around measures to secure tenure	M	M	Verification of land records for settlements deemed eligible under the project. Component 4 is well supported through TA at the PMU and RSF. Land Tenure Action Plans will provide a detailed and pragmatic foundation to agree viable options. This will involve regular engagement and monitoring of communities securing tenure.
ULG does not have the capacity to manage the	L	M	NUPRP predecessor projects (LPUPAP and UPPR) – have demonstrated the ability of ULGs to deliver. NUPRP is built on

Risk (category and type)	Probability / Impact		Mitigation
	(L=Low, M=Moderate, H=High)	(L= Low, M= Moderate, H= High)	
NUPRP process or undertake future pro-poor programmes.			targeted capacity development and will systematically target three core areas: governance, financial management and planning. The programme organisation provides for a judicious mix of training and mentoring support through TA, RSF and through community-to-community mentoring.
<b>Social</b>			
Slum populations grow faster than cities can cope	M	M	Slum populations will undoubtedly continue to grow. NUPRP is focused on building a durable and financially sustainable approach to poverty reduction nationally, part of which is aimed at GOB enhancement of funding for urban poverty initiatives. This will provide a policy and implementation approach (through the over 50 cities and towns that will be covered by NUPRP) that, in principle, can be applied to addressing increases. This will be reflected in the min policy instruments. Additional resources for urban poverty reduction activities could be secured through discussions with DPs.
Gender inequality and social exclusion restrict women and girls accessing the programme	L	L	Promotion of gender and minority equality is written through NUPRP and supported by target indicators, and will be closely monitored. UPPR demonstrated the level of progress that can be achieved in the empowerment of women.
Powerful city-level stakeholders oppose the programme	M	M	Provision is made for tackling such interests, based on UPPR experience. NUPRP is designed to be flexible, will respond to local dynamics and will measure performance through regular monitoring.
Community mobilisation processes are dominated by the elite and exclude key target groups such as women, adolescents and the extreme poor or vulnerable beneficiaries	M	M	NUPRP will identify all community members through baseline surveys. Implementation will involve third party monitoring by civil society, supported by monitoring from city / town and RSF level. A grievance redressal mechanism will be established in each slum.
<b>Environmental</b>			
Impact of flooding and other natural hazards	H	H	NUPRP will be focusing on identifying risk and vulnerability, identifying and prioritising responses, and implementing adaptation and risk reduction measures. The programme aims to strengthen the capability of cities to cope with such crises.
Climate change localised data is unavailable or uncertain and make planning climate resilience measures difficult	H	M	Climate scenarios will need to be pragmatic based on available data. Programme plans and designs should treat the scenario as a mid-point and plan for margin of error.

## Annex 2 : Logical Framework

[To be reviewed and finalized.]

PROGRAMME NAME		National Urban Poverty Reduction Programme (NUPRP)										Assumptions	
IMPACT		Nov 2016	Sep 2017	Sep 2018	Sep 2019	Sep 2020	Sep 2021	Nov 2016	Sep 2017	Sep 2018	Sep 2019	Sep 2020	Sep 2021
More effective inclusive urbanisation in Bangladesh	Indicator 1	Proportion of urban population below the national poverty line											
		Planned: % of urban population											
		Achieved: % of urban population											
	Indicator 2	Proportion of urban population living in slums											
		Planned: % of urban population											
		Achieved: % of urban population											
		Source											
		Household Income and Expenditure Survey (HIES), Bangladesh Bureau of Statistics (BBS); Poverty Rate by World Bank											
		Source											
		United Nations Statistics Division (UNSD), BBS Slum Census											
INPUTS (€m)	DFID (€m)	Govt (€m)	DFID (€m)	Total (€m)	DFID Share								
INPUTS (HR)	DFID (PTEs)												

N.B. Where applicable, data to be disaggregated by gender, disability status, age, & ethnicity

OUTCOME	Indicator 1	Baseline (Oct 2016)	Nov 2016	Sep 2017	Sep 2018	Sep 2019	Sep 2020	Sep 2021	Assumptions		
Improvements in the livelihoods and living conditions of 4 million poor people living in urban areas	% of direct beneficiary households with improvements in wellbeing above baseline (to be defined during baseline/ impact evaluation methodology design)	TBD	0	0	20%	40%	70%	80%	Urban poverty reduction and community-based approaches remain a priority for Government and donors. Government prepared to allocate a share of its budget to replicate and scale up the approach in other towns and cities.		
			Source								
	Indicator 2	Annual follow-up survey and report									
	% of all urban poor settlements with improved scores (based on settlement scorecard)	TBD	0	0	20%	40%	70%	80%			
		Source									
	Indicator 3	Annual follow-up survey and report									
		Nov 2016	Sep 2017	Sep 2018	Sep 2019	Sep 2020	Sep 2021				

		2016	2017	2018	2019	2020	2021
Number of City Corporations and Pourashavas with city level approach to poverty reduction (to be defined but likely to include LGs examine maps, review data, with representation from community etc.)	Planned: # city corporations/ pourashavas	TBD	6	12	20	36	36
	Achieved: # city corporations/ pourashavas						
<b>Indicator 4</b> % of cities and towns whose performance is judged "fully effective" on an objective and agreed scale to assess institutional effectiveness	Planned: % of cities and towns	TBD	10%	20%	40%	60%	80%
	Achieved: % of cities and towns						
<b>Indicator 5</b> % of women in beneficiary households empowered (to be defined during baseline/ impact evaluation methodology design)	Planned: % of women	TBD	0	50%	60%	65%	70%
	Achieved: % of women						
<b>INPUTS (₹m)</b>	DFID (₹m)		DFID (₹m)	Total (₹m)	DFID (₹m)	DFID (₹m)	DFID (₹m)
	DFID (₹m)						
<b>INPUTS (HR)</b>	Govt (₹m)		DFID (₹m)	Total (₹m)	DFID (₹m)	DFID (₹m)	DFID (₹m)
	DFID (₹m)						

N.B. Where applicable, data to be disaggregated by gender, disability status, age, & ethnicity

OUTPUT 1 Improved coordination, planning and management in programme towns and cities	Indicator 1.1 By 30 <sup>th</sup> Nov 2016 participatory poverty mapping methodology developed and piloted	Baseline (Oct 2016)	Assumptions					
			Nov 2016	Sep 2017	Sep 2018	Sep 2019	Sep 2020	Sep 2021
Indicator 1.2 % of CAPs that meet quality standards (to be defined but might include e.g. use of urban data and mapping resources)	Planned: Poverty Mapping Methodology	0	1	0	0	0	0	0
	Achieved: Poverty Mapping Methodology							
Indicator 1.3 % of LGs with information that have made information from assessments available to the public e.g. online, printed documents, workshops	Planned: % of CAPs	0	0	0	0	0	0	0
	Achieved: % of CAPs							
Source: Website of LGs, Information and Communication			Municipalities can overcome resistance to increasing revenue collection and take on vested interests.					
Source: Website of LGs, Information and Communication			Pourashavas and CCs willing and able to respond to the demands of organised poor communities.					



Indicator	Description	Annual follow up survey report										
		Nov 2016	Sep 2017	Sep 2018	Sep 2019	Sep 2020	Sep 2021	Nov 2016	Sep 2017	Sep 2018	Sep 2019	Sep 2020
Indicator 2.5	% of CDCs with a valid (= < 12 months) Community Action Plan approved by WLCC	0	70%	75%	80%	80%	80%	80%	80%	80%	80%	80%
	Planned: % of CDCs (cumulative) Achieved: % of CDCs (cumulative)											
Indicator 2.6	Number of LGs in which TLCCs, standing committees and/or WLCCs are working effectively (to be defined but likely to include 1) regular meetings 2) representation of urban poor etc.)	TBD	9	12	25	36	36	36	36	36	36	36
	Planned: # of LGs (cumulative) Achieved: # of LGs (cumulative)											
INPUTS (€)	DFID (€m)											
INPUTS (HR)	DFID (FTEs)											

N.B. Where applicable, data to be disaggregated by gender, disability status, age, & ethnicity

OUTPUT 3	Indicator 3.1	Baseline (Oct 2016)	Nov 2016	Sep 2017	Sep 2018	Sep 2019	Sep 2020	Sep 2021	Assumptions
Improved well-being in poor urban slums particularly for women and girls	By 30 <sup>th</sup> Nov 2016 Institutional and Financial Capacity Assessment methodology is developed	0	1	0	0	0	0	0	
	Planned: Capacity Assessment Methodology Achieved: Capacity Assessment Methodology								
Indicator 3.2	% of education grantees achieving grades allowing them to graduate to next year following the end of the grant	0	0	0%	70%	75%	75%	80%	
	Planned: % of education grantees Achieved: % of education grantees								
Indicator 3.3	% of beneficiaries finding skilled employment after six months of receiving skills development training (apprenticeships)	0	0	65%	70%	75%	80%	85%	
	Planned: % of apprenticeships beneficiaries Achieved: % of apprenticeships beneficiaries								
Indicator 3.4	% of beneficiaries whose businesses continue to operate after six months of receiving the block grant	0	0	65%	70%	70%	75%	80%	
	Planned: % of business grantees Achieved: % of business grantees								
Indicator 3.5									
	Planned: % of business grantees Achieved: % of business grantees								

Employment and business opportunities are available at town level.

Other support services (e.g., microfinance) willing and able to provide services to self-employed workers.

		0	5	15	35	50	60
Number of partnerships created between LG and other stakeholders for skill development and job placement	Planned: # of partnerships (cumulative)	0					
	Achieved: # of partnerships (cumulative)						
Indicator 3.6	Source	Partnership agreements					
		Nov 2016	Sep 2017	Sep 2018	Sep 2019	Sep 2020	Sep 2021
Number of people trained and/or who have access to information about 1) early marriage 2) VAWG issues 3) dowry	Planned: # of people (cumulative)	0	6,000	12,000	18,000	24,000	30,000
	Achieved: # of people (cumulative)						
Indicator 3.7	Source	Training database; Training reports					
		Nov 2016	Sep 2017	Sep 2018	Sep 2019	Sep 2020	Sep 2021
Levels of awareness in relation to 1) early marriage 2) VAWG 3) dowry issues among those involved in awareness raising interventions	Planned: % of people with satisfactory awareness	TBD	70%	75%	75%	75%	75%
	Achieved: % of people with satisfactory awareness						
INPUTS (E)	DFID (£m)						
INPUTS (H)	DFID (HES)						
		Annual follow up survey report					
		Govt (£m)	DFID (£m)	Total (£m)	DFID Share		

N.B. Where applicable, data to be disaggregated by gender, disability status, age, & ethnicity

OUTPUT 4	Indicator 4.1	Baseline (Oct 2016)	Nov 2016	Sep 2017	Sep 2018	Sep 2019	Sep 2020	Sep 2021	Assumptions
More secure land tenure and housing in programme towns and cities	By 30 <sup>th</sup> Nov 2016 methodology for vacant land mapping developed	0	1	0	0	0	0	0	Department of land and other relevant govt departments can be persuaded to adopt a more flexible approach to land tenure, stopping short of freehold arrangements.
Indicator 4.2	Methodology for Vacant Land Mapping								Sufficient private landlords are willing to experiment with new flexible forms of leasehold tenure to enable the urban poor to have increased security of tenure
	Number of Land Tenure Action Plans approved by TLCC	0	0	8	12	24	36	36	
Indicator 4.3	Land Tenure Action Plan								
	Number of urban poor settlements in which NUPRP works with improved tenure security (at least 10 years through negotiation with the land owner)	0	0	40	60	120	180	230	
Indicator 4.4	Agreements between land owners and community members; CHDF database								
	Number of beneficiary households	0	0	1,200	1,800	3,600	5,500	7,000	



between LG and COs)		Source						
Indicator 5.4		SIF Database						
		Nov 2016	Sep 2017	Sep 2018	Sep 2019	Sep 2020	Sep 2021	
Number of climate resilient capital investment packages submitted by LG to Bangladesh Municipal Development Fund	Planned: # of investment packages (cumulative)	0	1	3	10	15	20	
	Achieved: # of investment packages (cumulative)							
		Source Submitted applications to BMDF						
INPUTS (£)	DFID (£m)	Govt (£m)	DFID (£m)	Total (£m)	DFID (%)			
INPUTS (HR)	DFID (FTEs)							

LG meet the criteria to be able to apply for BMDF

Annex 3: Detail Budget

NUPRP BUDGET BY OUTPUT

OUTPUT/ACTIVITY	ATLAS BL	RESPONSIBLE PARTY	Donor	DESCRIPTION	AMOUNT (USD)
<b>OUTPUT: 01( ATLAS Activity-1)</b>					
<b>Output 1A</b> Strengthened municipal pro-poor urban management and planning		UNDP	DFID	Short Term-International Local Government Capacity Building Specialist	360,000
		GOB	DFID	Town staff training (120 training days per town / USD 50 pd)	210,000
		GOB	DFID	Public representative training (2 workshop per town / 15 participants / 3 days per workshop / USD 50 pd)	157,500
		GOB	DFID	Town exchange visits (2 visits per town / 2 days per visit / USD 90 pd / 10 participants)	126,000
		UNDP	DFID	Documenting local success stories	75,000
		GOB	DFID	Operating a platform to showcase local level success (workshop/seminar)	75,000
		UNDP	DFID	Software (locally developed)	50,000
<b>Sub-total</b>				<b>Sub-total</b>	<b>1,053,500</b>
<b>Sub-Output 1A(a)</b> Strengthened pro-poor municipal urban governance		GOB	LG	CEO (2 months / year)	-
		GOB	LG	Secretary (2 months / year)	-
		GOB	LG	Slum Development Officer (1 month / year)	-
<b>Sub-total</b>					-
<b>Sub-Output 1A(b)</b> Strengthened municipal financial management and performance		UNDP	DFID	Short Term-International Municipal Finance Specialist	360,000
		GOB	LG	Accounts Officer (2 months / year)	360,000
		GOB	LG	Assessor (Tax Assessor) (1 month / year)	-
		GOB	LG	Tax Collector (2 month / year)	-
<b>Sub-total</b>					-
<b>Sub-Output 1A(b) Total</b>					<b>360,000</b>
<b>Sub-Output 1A(c)</b> Strengthened municipal pro-poor and climate		UNDP	DFID	Short Term-International Urban Planning Specialist	360,000
		UNDP	DFID	Urban Planning and Governance Coordinator	228,000

resilient urban planning	UNDP	DFID	City Liaison Coordinator	456,000
	UNDP	DFID	Urban Planning and Governance officer-Cluster	738,000
	UNDP	DFID	Urban Planning and Management Officer-Town Leader	2,952,000
	GOB	DFID	GIS Officer	102,000
	UNDP	DFID	M&E/RELU Officer-Cluster	738,000
	UNDP	DFID	UNDP Programme Specialist including other development effectiveness support cost	100,000
	UNDP	DFID	Seminar/ workshop	50,000
	UNDP	DFID	Consultations	42,000
	UNDP	DFID	Reporting/logistic etc	30,000
	UNDP	DFID	Municipal GIS package (hardware / software)	300,000
	UNDP	DFID	Settlement Land Maps (Technical oversight)	32,724
	UNDP	DFID	Settlement Land Maps	292,620
	UNDP	DFID	Municipal Information System development	-
	UNDP	DFID	Urban Poverty National observatory (system development)	-
UNDP	DFID	Urban Poverty National observatory (Exchange Visit)	-	
UNDP	DFID	Community surveyors	60,000	
UNDP	DFID	Travel/Logistics	50,000	
<b>Sub-Total</b>				<b>6,531,344</b>
	GOB	LG	Town Planner (3 months/year)	-
	GOB	LG	Slum development officer (2 months in each year)	-
	GOB	LG	Executive Engineer (2 months / year)	-
<b>Sub-Output 1A(c) Total</b>				-
<b>Output 1B: Strengthened national pro-poor policy and organisation capacity</b>				
	UNDP	DFID	Policy Advocacy Officer	102,000
<b>Sub-total</b>				<b>102,000</b>
<b>Output 1B(a) Strengthened national urban policy frameworks and implementation</b>	GOB	GOB	GOB Counterpart	-
	GOB	GOB	GOB Counterpart	-
	GOB	GOB	GOB Counterpart	-
<b>Sub-total</b>				-

Sub- Output 1B(a) Total		UNDP	DFID	BUF operational costs	202,000
Sub-Output 1B(b) Total					597,600
TOTAL OUTPUT 1					8,644,444
<b>Output 2 (ATLAS Activity 2) Strong community organisations and an effective voice for the urban poor built</b>					
Sub-output 2A More community level structures created		UNDP	DFID	Social Mobilization & Community Capacity Building coordinator	228,000
		UNDP	DFID	Social Mobilization & Community Capacity Building Officer-Cluster	738,000
		UNDP	DFID	UNDP Programme Specialist including other development effectiveness support cost	100,000
		UNDP	DFID	Finance & Admin. Officer-Town	2,066,400
				<b>Sub-total</b>	<b>3,132,400</b>
		GOB	IG	Slum Development Officer (3 months pa for 4 years)(Group A)	-
		GOB	IG	Slum Development Officer (3 months pa for 4 years)(Group B)	-
				<b>Sub-total</b>	
		UNDP	DFID	Community Development Cost (6 million primary beneficiaries) / assumes 4 m	4,025,800
		UNDP	UNDP	Community Development Cost (6 million primary beneficiaries) / assumes 4 m	1,000,000
	GOB	IG	Community Development Cost (6 million primary beneficiaries) / assumes 4 m	-	
	GOB	GM	Community Development Cost (6 million primary beneficiaries) / assumes 4 m	-	
Sub-total					5,025,800
Sub-Output 2A Total					8,158,200
Sub-output 2B Community-to-community support services established		GOB	IG	Community Development Officer (RSF)	-
		GOB	DFID	Training / briefing workshops (23 towns / 2 workshop/briefings / 2 days each / each 20 participants / USD 10 pp)	9,200
		UNDP	DFID	Stipends (USD 7 pp/pd / 230 persons / 50 days pp)	80,500
		UNDP	DFID	Logistical support (travel/accommodation, USD 5000 per UPPR town)	115,000
Sub-Output 2B Total					204,700
<b>GRAND TOTAL (COMPONENT 2)</b>					<b>8,362,900</b>

Output 3 (ATLAS Activity 3) : Improved economic and social well-being for the urban poor			
	UNDP	DFID	Short Term- International Local Economic Development & Private Sector Specialist
Sub-output 3A Skills and enterprise development for the urban poor provided	UNDP	DFID	Short Term- International Urban Livelihoods Specialist
	UNDP	DFID	Socio-Economic & Livelihoods Coordinator
	UNDP	DFID	Socio-Economic & Livelihoods Officer-Cluster
	UNDP	DFID	Studies (including 7 regional reviews)
	UNDP	DFID	Logistics Support
	UNDP	DFID	Unallocated TA Specialists
	<b>Sub-Total</b>		
Training provision (for up to 200,000)	GOB	DFID	Development partner
		CM	Development partner
	GOB	GOB	GoB
	GOB	PS	Private sector
<b>Sub-Total</b>			<b>11,000,000</b>
SEF Business start-up block grants	UNDP	DFID	Assume 10% of hh/hs (1.4m) 140,000 @ USD 90
<b>Sub-total sub-output 3A</b>			<b>15,987,578</b>
Improved Nutrition	UNDP		Nutrition Coordinator
	UNDP		Nutrition Training Officer
	UNDP		Nutrition Field Officer
	UNDP		Nutrition Volunteer/CF
	UNDP		Training/Workshop/Seminar/Awareness
	UNDP		Nutrition Commodities
	UNDP		Equipment
	UNDP	DFID	Printing Materials
<b>Sub-total sub-output 3B</b>			<b>5,489,422</b>
Identification of interventions	UNDP	DFID	Special Studies to identify interventions
	UNDP	DFID	Manual
Awareness Campaign	UNDP	DFID	Reporting/Logistics Support
	GOB	DFID	Awareness Campaign

	GOB	DFID	Awareness events (allow 1 per city/town)	138,000
<b>Sub-total sub-output 3C</b>				<b>324,000</b>
Identification of interventions	UNDP	DFID	Special Studies to identify interventions	6,000
	UNDP	DFID	Manual	100,000
	UNDP	DFID	Reporting/Logistics Support	30,000
Awareness Campaign	GOB	DFID	Travel /Logistics	50,000
	GOB	DFID	Awareness Campaign	50,000
	GOB	DFID	Awareness events (allow 1 per city/town)	105,000
<b>Sub-total sub-output 3D</b>				<b>341,000</b>
<b>Socio-economic Fund (SEF)</b>				
SEF School educational grants	UNDP	DFID	(Assume 300,000 h/hs @ USD 50 ph/h x 3 years)	5,000,000
SEF (Other: early marriage prevention, dowry, drug abuse)	UNDP	DFID	(Assume 1.4 m h/hs serving 50%)	2,000,000
<b>Sub-total</b>				<b>7,000,000</b>
<b>COMPONENT 3 GRAND TOTAL</b>				
<b>Output 4 (ATLAS Activity 3) :</b>				<b>30,531,000</b>
<b>More secure tenure and housing finance for the urban poor</b>				
Output 4A Improved tenure security	UNDP	DFID	Short Term-International Land Tenure Specialist	360,000
	GOB	DFID	Seminar/ workshop	75,000
	GOB	DFID	Consultation	45,000
	UNDP	DFID	Reporting	50,000
	GOB	DFID	Awareness campaign	50,000
	UNDP	DFID	Policy Studies	100,000
	UNDP	DFID	Land tenure grant support (legal costs, title transfer etc)/av 75,000/town	2,625,000
	<b>Sub-Total</b>			<b>3,305,000</b>
	GOB	IG	CEO (2 months/year for 4 years)	-
	GOB	IG	Town Planner (2 months/year for 4 years)	-
GOB	IG	Architect (2 months/year for 4 years)	-	
GOB	IG	Slum development officer (2 months/year for 4 years)	-	
GOB	IG	Executive Engineer (2 months/year for 4 years)	-	
<b>Sub-Total (for each municipality/city corporation)</b>				
<b>Sub-Output 4A Total</b>				<b>3,305,000</b>
4B Improved access to housing loans and financing	UNDP	DFID	Short Term-International Social Housing Finance Specialist	360,000
	UNDP	DFID	Land Tenure & Housing Coordinator	228,000

	UNDP	DFID	Land Tenure & Housing Officer-Cluster	738,000
	UNDP	DFID	UNDP Programme Specialist including other development effectiveness support cost	100,000
	GOB	DFID	Seminar/ workshop	75,000
	GOB	DFID	Consultation	45,000
	UNDP	DFID	Hardware package (desk-top computer / printer) [for CHDF]	61,500
	UNDP	DFID	Housing Financing Software (locally developed)	100,000
	UNDP	DFID	Travel/Logistics	50,000
			Reporting/logistic etc	30,000
<b>Sub-Total</b>				<b>1,787,500</b>
<b>CHDF Operational costs</b>	GOB	CM	Manager	-
	GOB	CM	Accountant	-
	GOB	CM	Office assistant	-
	GOB	CM	Rent/utilities/logistics	-
<b>Sub-total</b>				
<b>CDHF Seed Capital (Grant)</b>	GOB		Under the NUPRP 6 million people in 1.4 million h/hs - 25% for improve = 350,000 h/hs	-
	GOB		Each h/h USD 600 average X 350,000 = USD 210m (seed capital is 10% of total cost)	-
	GOB	GOB	GoB seed money	3,950,000
	GOB	DFID	Development Partner	2,400,000
	GOB	LGI	Development Partner	1,600,000
	GOB	PS	Private sector seed money	-
	<b>Sub-Total</b>			
<b>Sub-Output 4B Total</b>				<b>9,737,500</b>
<b>COMPONENT 4 GRAND TOTAL</b>				<b>13,042,500</b>
<b>Output 5 (ATLAS Activity 5):</b>				
<b>Improved resilient infrastructure in, and serving, low-income settlements</b>				
<b>Sub-total</b>	GOB	GOB	Senior Assistant Engineer (RSF / GOB))	-
	GOB	LGI	Executive Engineer	-
<b>SIF Community Infrastructure</b>			Total Community Infrastructure cost	-

improvements (drainage, footpaths and streetlights)	UNDP	DFID	Share development partners	6,074,074	
	UNDP	LGI	Share development partners	4,400,000	
	GOB	GOB	Share central government	2,500,000	
	GOB	LG	Share local government	-	
	GOB	CM	Share community	-	
<b>Subtotal SIF</b>				<b>12,974,074</b>	
SIF Communal facilities (WASH)	GOB		Total communal WASH infrastructure cost	-	
	UNDP	DFID	Share development partners	9,182,000	
	UNDP	PD	Share development partners	6,000,000	
	GOB	GOB	Share central government	2,083,000	
	GOB	LG	Share local government	-	
	GOB	CM	Share community	-	
	<b>Subtotal WASH</b>				<b>17,265,000</b>
<b>Sub-Output 5A Total</b>				<b>30,239,074</b>	
Output 5B Better climate resilient municipal infrastructure	UNDP	DFID	Short Term- International Urban Climate Resilience Specialist	360,000	
	UNDP	DFID	Infrastructure & Urban Services Coordinator	228,000	
	UNDP	DFID	Climate Resilience Officer	102,000	
	UNDP	DFID	Infrastructure & Urban Services Officer-Cluster	738,000	
	UNDP	DFID	UNDP Programme Specialist including other development effectiveness support cost	225,000	
			Travel/Logistics	50,000	
	<b>Sub-total</b>				<b>1,703,000</b>
		GOB	GOB	Senior Assistant Engineer (RSF / GOB)	-
	<b>Subtotal RSF</b>				-
		GOB	IG	Town Planner	-
		GOB	IG	Slum Development Officer	-
	GOB	IG	Executive Engineer	-	
<b>Sub-Total (for each municipality/city corporation)</b>				-	
<b>Sub-Total</b>				-	
	GOB	IG	BMDP Processing fees	-	
	GOB	GOB	BMDP loan-grants (indicative commitment)	-	

		Climate Resilient Municipal Infrastructure Fund (See Note 2) (USD 500,000 per town average)	
	UNDP	DP	
Sub-total			
Sub-Output 5B Total			1,703,000
<b>OUTPUT 5 GRAND TOTAL</b>			<b>32,359,074</b>
<b>OUTPUT 6 Management RELU and MAU</b>			
Research, Evaluation and Learning Unit (RELU)	UNDP	DFID	International KM, M&E, Reporting & Communication Specialist
	UNDP	DFID	M&E/RELU Coordinator
	UNDP	DFID	Communication & Reporting Coordinator
	UNDP	DFID	Software
	UNDP	DFID	Travel/Logistics
	UNDP	DFID	Seminar/ workshop
<b>Sub-Total</b>			<b>1,541,000</b>
Mutual Accountability Unit (MAU)	UNDP	DFID	MAU Coordinator
	UNDP	DFID	MAU-Internal Audit Officer
<b>Sub-Total</b>			<b>420,000</b>
Evaluation (annual review)	UNDP	DFID	Evaluation (annual review)
<b>Sub-Total</b>			<b>600,000</b>
Data base development: Baseline and monitoring surveys	UNDP	DFID	Logistic
	UNDP	DFID	Reporting
	UNDP	DFID	Three surveys (1 base line and 3 surveys every 2 years with analysis for sample of 1500 households)
	<b>Sub-Total</b>		
	GOB	GOB	Head of M&E section
	GOB	GOB	Statistician
GOB	GOB	Economist	
GOB	GOB	Office space, utilities	
GOB	GOB	Reporting/logistic etc	
			<b>350,000</b>





**Annex 4: City Corporation (CC) ranked by estimated Urban Poor Population (\*Upper line - HCR\*\*)**

Rank on poverty score	Town/City (Municipality) Name	Division	Estimated total Population 2022
1	Dhaka South CC	Dhaka	7,072,906
2	Dhaka North CC	Dhaka	5,655,913
3	Chittagong CC	Chittagong	3,404,686
4	Narayanganj CC	Dhaka	2,591,536
5	Gazipur CC	Dhaka	14,48,127
6	Sylhet CC	Sylhet	1,128,431
7	Cox's Bazar	Chittagong	1,113,584
8	Rangpur CC	Rangpur	1,009,632
9	Khulna CC	Khulna	972,238
10	Comilla CC	Chittagong	894,639
11	Mymensingh	Mymensingh	706,295
12	Kaliakair	Dhaka	641,778
13	Barisal CC	Barisal	631,837
14	Rajshahi CC	Rajshahi	532,007
15	Savar	Dhaka	434,177
16	Chandpur	Chittagong	340,918
17	Feni	Chittagong	279,865
18	Dinajpur	Rangpur	236,307
19	Sirajganj	Rajshahi	224,041
20	Chapai Nawabganj	Rajshahi	218,293
21	Jamalpur	Mymensingh	190,524
22	Naogaon	Rajshahi	186,287
23	Pabna	Rajshahi	183,315
24	Sayedpur	Rangpur	160,639
25	Faridpur	Dhaka	153,035
26	Kushtia	Khulna	144,210
27	Satkhira	Khulna	137,295
28	Magura	Khulna	113,360
29	Noapara	Khulna	102,618
30	Patuakhali	Barisal	95,070
31	Kurigram	Rangpur	91,261
32	Shahajadpur	Rajshahi	84,078
33	Pirojpur	Barisal	70,105
34	Gopalganj	Dhaka	67,167
35	Jhalakathi	Barisal	65,382
36	Bhola	Barisal	56,580

*\*The upper poverty line corresponds to the moderate poor households whose food expenditure is at the level of the food poverty line using the Cost of Basic Needs (CBN) method. Ref. HIES 2010, BBS, GoB*

**\*\* Head count rate**

## Annex 5 : NUPRP Exit Plan

Sustained efforts in reducing urban poverty and promoting sustainable urban growth in Bangladesh are contingent on building a vibrant, able and properly resourced local government sector, to complement the considerable efforts already undertaken in developing community organisations and networks. In response, the NUPRP combines the successful elements of UPPR with a much sharper focus on building the capacity of Urban Local Bodies (ULBs).

NUPRP is designed around the requirement for sustainability in urban poverty reduction efforts. The exit principles are: a) build on the knowledge and experience at the community and municipal level already gained through urban programming and urban poverty reduction initiatives (UPPR in particular), b) adopt a multi-pronged strategy working at three main levels – central, local and community – to ensure sustainable networks and organisations are established, c) reduce levels of technical assistance gradually and through adopting a phasing approach to the participation of cities / towns, and d) gradually shift the direct management of programme components with responsibility being more firmly in the hands of the Government, and in particular ULBs in line with the sustainability strategy to be developed.

The two principal exit strategy approaches are:

### 1. Work at all levels and ensure sustainable support networks and organisations

- **Central government:** NUPRP requires a leadership role by LGD, ensuring that a policy and strategy framework is in place that specifically targets urban poverty reduction, and that LGD (for management, implementation and ensuring sustainability) strengthens local government decentralisation and the role and resourcing of ULBs in poverty reduction.
- **Local government:** the ability of local government to sustain urban poverty reduction activities is critical to the exit strategy. It will achieve this through the targeted building of ULB capacity in to address three identified bottlenecks: a) a pro-poor oriented municipal governance system that ensures the decision-making and administrative systems are responsive to the needs of the poor and that provides the foundation for ULBs and poor urban communities working together in partnership to tackle urban poverty, b) strengthened municipal financing and financial management that allows for sustained financing that can be targeted on urban poverty reduction, and b) urban planning systems that are adapted to the threat of climate change. NUPRP will work on improving existing systems and government rules of business and thus from the start mainstream improvements and ensure sustainability. NUPRP will establish linkages/partnerships between ULBs, community organizations and service providers (government, non-government and private sector) and in so doing will seek to optimize targeted (and reducing) NUPRP inputs and maximize (increasing) inputs from ULBs and others. NUPRP will strengthen the networking and support functions of MAB to provide



on-going support for urban poverty reduction activities and sharing (horizontal learning) amongst ULBs.

- **Community structures:** In line with the major achievements of UPPR, NUPRP will systematically build community organisation structures (CDCs, CDC clusters and town federations) in all participating cities / towns, and ensure that the capacity of these structures is built in line with the need for sustainability. The development, operation and sustainability of these structures will be supported by harnessing activities already underway whereby existing UPPR community organisations are sharing experience and supporting initiatives elsewhere. This innovation will be systematically supported and strengthened as a community-to-community support facility, allowing sufficient flexibility that the style of operation is forged by community networks themselves and is sustainable. The establishment and support (through seed capital) for CDHFs in participating cities / towns will provide the foundation for a sustainable financing mechanism for housing loans.

## **2. Phase implementation and exit, and adjust exit plans based on accumulated experience**

Successful NUPRP exit is further safeguarded by the planned overlapping phases of participating cities / towns. This will allow for adjustments to the exit strategy as NUPRP evolves. It will provide sufficient time to learn from the experiences of phases I and II and address any identified gaps and bottlenecks through follow-on support initiatives for ULBs and through community-to-community support activities.



**Annex 6 : Evaluation Plan**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project Mid-Term Evaluation	LGD, DFID			June 2018	LGD, IMED DFID, UNDP	\$70,000, project budget
Final Evaluation	LGD, DFID			Oct 2021	LGD, IMED DFID, UNDP	\$100,000, project budget

**Annex 7 : Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

To be conducted during implementation phase



## Annex 8 : UNDP's Social and Environmental Standards

### Project Information

Project Information	
1. Project Title	National Urban Poverty Reduction Programme (NUPRP)
2. Project Number	00084928
3. Location (Global/Region/Country)	Bangladesh

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

#### QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

*Briefly describe in the space below how the Project mainstreams the human-rights based approach*

The NUPRP aims to develop a genuinely national approach to urban poverty reduction, based on the Urban Partnerships for Poverty Reduction (UPPR) dividends, having aligned with the human rights centric activities. Based on the successful elements of the UPRR, the programme will take up activities for capacity building of the community people in changing their lot through ensured participation in decision making, training and building capacity, institutionalising community organisations, attending peer learning experiences and sessions would be able to influence the 'duty bearers' to serve for the rights holders of the community irrespective of age, gender, religion. Throughout a concentrated effort aligned in 5 interrelated objectives of the programme, NUPRP would contribute to wider urban development, governance and service delivery that will have an indirect impact on poor people at the city and municipal level. Recognizing the distinct exacerbated disadvantage encountered by people with disabilities that cut across vulnerable groups, the programme will ensure that the needs of people with disabilities are also addressed. It will also take account of the needs of women, men, children, youth, and the elderly in developing policy responses and implementation.

*Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment*

NUPRP will work for enhancing the status of women through targeting and taking deliberate efforts to include them in the community development work, not just as participants, but also in positions of leadership. These strengths will be built on and the programme includes provision for additional work in particular to address the growing problem of violence against women and girls in informal and low-income settlements, and to prevent early marriage. The programme, through its five components, would involve all sectors of the community, including women and the poor, in participatory decision-making and implementation processes of a vast set of activities to ensure and improve gender quality and women's empowerment in the NUPRP cities and towns.

*Briefly describe in the space below how the Project mainstreams environmental sustainability*

Considering the inter-linkages among Poverty and Environment, NUPRP planned to enhance social and environmental sustainability through application of UNDP and government Social and Environmental Standards and related Accountability Mechanism. The project has already identified key entry points for mainstreaming environmental and climate change issues including Municipal Master Plans, micro infrastructure rehabilitation and capacity building of government and non-government stakeholders, and local community. The project will review and update Municipal Master Plans for addressing the needs of the poor, and Community Climate Change Resilience Strategies (CCCRS). Furthermore, community infrastructures and housing interventions will consider environmental sustainability and climate change adaptation and mitigation measures. For institutionalization of climate change in the local urban development process, the project will also emphasize on improvement of municipal budgeting for adaptation and mitigation.

**Part B. Identifying and Managing Social and Environmental Risks**

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b>  <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk” Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>  <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p><b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b></p>		
<p><b>Risk Description</b></p>	<p><b>Impact and Probability (1-5)</b></p>	<p><b>Significance (Low, Moderate, High)</b></p>	<p><b>Comments</b></p>	<p><b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b></p>
<p>Risk 1: There are minority/indigenous people/ families including Bihari and Dalits community, live in the project area and it might be challenging for the project to give special focus to them, rather encourage them to be involved/mainstreamed within the regular programme.</p>	<p>I = 1 P = 1</p>	<p>Low</p>	<p>A very small number of Indigenous people/ families are living in the project area; it might be less than 1% as per assumption.</p>	
<p>Risk 2: In coastal cities, tidal surge may happen or other natural disaster that might hamper the regular life of the urban poor.</p>	<p>I = 1 P = 1</p>	<p>Low</p>	<p>Weather forecast, along with early warning is possible and Standing Order of Bangladesh (SOB) has detailed ToR for disaster management.</p>	
<p>Risk 3: .....</p>	<p>I = P =</p>			
<p>Risk 4: ....</p>	<p>I = P =</p>			
<p>[add additional rows as needed]</p>				
<p><b>QUESTION 4: What is the overall Project risk categorization?</b></p>				



	Select one (see <u>SESP</u> for guidance)		Comments
	Low Risk	<input checked="" type="checkbox"/>	
	Moderate Risk	<input type="checkbox"/>	
	High Risk	<input type="checkbox"/>	
<p><b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b></p>			
Check all that apply			Comments
<i>Principle 1: Human Rights</i>			<input type="checkbox"/>
<i>Principle 2: Gender Equality and Women's Empowerment</i>			<input type="checkbox"/>
<i>1. Biodiversity Conservation and Natural Resource Management</i>			<input type="checkbox"/>
<i>2. Climate Change Mitigation and Adaptation</i>			<input type="checkbox"/>
<i>3. Community Health, Safety and Working Conditions</i>			<input type="checkbox"/>
<i>4. Cultural Heritage</i>			<input type="checkbox"/>
<i>5. Displacement and Resettlement</i>			<input type="checkbox"/>
<i>6. Indigenous Peoples</i>			<input type="checkbox"/>
<i>7. Pollution Prevention and Resource Efficiency</i>			<input type="checkbox"/>

**Final Sign Off**

Signature	Date	Description
		UNDP staff member responsible for the Project, typically a UNDP Programme Manager. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>		<b>Answer (Yes/No)</b>
<b>Principles 1: Human Rights</b>		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>52</sup>	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?  <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</b>		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?  <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No

<sup>52</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>53</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage	No

<sup>53</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

	may also have inadvertent adverse impacts)	
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>54</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?  <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of Indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?  <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

<sup>54</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

## Annex 9: Other agreements

### Co-financing Letters and Letter of Agreement for Direct Project Services

UNDP Shared Direct Project Costs attributable to projects will be the cost of the project which includes:

- Development effectiveness: Personnel and other costs incurred by UNDP on activities and costs of a policy-advisory, technical and implementation nature essential to deliver development results of this project, which are not specified in the budget line. These activities are grouped into two sub-clusters applicable to country office staff:
  - Programme Development and Management:
    - Project identification, conceptualization and formulation phase
    - Programme or annual work plans (AWP) implementation
    - Programme monitoring
    - Reporting – substantive and financial
    - Programme evaluation
    - Programme closure
    - Resource mobilization
    - Partnering to support projects and programmes
    - Communication of development results.
    - Mobilization of resources for approved project documents.
    - Effective and efficient use of resources for the achievement of programme results, through: design of projects; assessment of capacities of implementing partners; joint selection of implementing partners; and financing and monitoring of programme activities.
    - Coordination of mobilization of resources for strengthening national capacities for management and accountability while preserving the primacy of reaching beneficiaries with intended results.
  - Programme Policy Advisory Services: Provision of policy and advisory services including:
    - Substantive policy advice
    - Substantive analyses
    - Aid coordination
    - Economic advisory services
    - Knowledge transfer.
- Transactions based
  - The cost of a UNDP staff member (in whole or in part) who undertakes operational work (i.e. finance, procurement, human resources, general administration) on behalf of a project
  - Country office costs directly arising out of, or related to, accepting in-kind project contributions (i.e. customs clearance, logistics, etc.)
  - Dissemination of information, specific evaluation, reporting, translation, reproduction, insurance, targeted training and financial services costs incurred by the country office that are specifically related to project or programme implementation activities
  - Related travel and subsistence costs of a project implementation (not oversight) nature
  - Procurement and purchase costs for goods, services and equipment (transport, storage, and distributing; rent of equipment, etc.) on behalf of the project
  - Financial management costs, when those costs are related directly to project implementation (i.e.: when it is the country office undertaking project payments, rather than NIM counterparts)
  - Human resource management costs, when the country office, rather than government counterpart, is involved in the recruitment, selection, hiring, and/or administration of project personnel.



## Annex 10 : TORs of key management positions

### • Position Information

**Post Title:** Project Manager-International

**Duty Station:** Dhaka, Bangladesh, with frequent visits to programme cities/towns

**Duration:** 1 year renewable contract

### • Brief Programme Description

National Urban Poverty Reduction Programme (NUPRP) is to provide support towards contributing to balanced, sustainable growth and reduction of urban poverty in Bangladesh. NUPRP will work nationwide and cover poor people living in slums and informal settlements in cities and towns in Bangladesh. Selected NUPRP cities/towns will either be City Corporations and Class A Pourashavas. NUPRP will initially focus on 12-15 cities/ towns in Phase 1. This programme will contribute to ensuring a sustainable improvement in the livelihoods and living conditions of poor people living in urban slums/informal settlements in the following five Outputs.

- 1) Strengthened municipal and national government capacity to deliver pro-poor, climate sensitive, urban development;
- 2) Strengthened community organization in informal settlements;
- 3) Improved livelihoods and well-being;
- 4) Piloting options to improve land tenure and developing low cost housing initiatives; and
- 5) Climate smart rehabilitation of small scale infrastructure supported.

The ultimate intended beneficiaries of this intervention are the poor and vulnerable urban people, now and in future years. Based on evidence outlined in the previous UPPR reviews and similar types of urban interventions in Bangladesh, the NUPRP reasonably expects a wide range of benefits to result from the interventions at community, municipal and national levels. Given the ever expanding size of the urban centres and the populations that will be linked to employment opportunities, interventions targeting urban poor people should affect overall economic growth, income inequality, employment and the poverty situation.

NUPRP will start work in Twelve Towns first year and will be operating Thirty Six Towns from third year onwards.

### • Duties and Responsibilities

#### Summary of Key Functions:

- Direct and manage the complex project operations and ensure achievement of the programme results and outputs;
- Policy and Programme Services. Provide technical, financial and managerial oversight and ensure efficient service delivery;
- Partnerships and Resource mobilization;
- Knowledge Services. Leadership and network at the national and international level and form partnerships with high level urban poverty reduction stakeholders.

#### Direct and manage the complex programme operations and ensure achievement of the programme results and outputs:

- Facilitate the day-to-day functioning of the programme /team. Manage the human and financial resources, in consultation with the Management, for achieving results in line with the outputs and activities outlined in the programme document;
- Manage the human and financial resources, with accountability to the Programme Board and UNDP's management, for achieving results in line with the outputs and activities outlined in the programme document;
- Lead and oversee the programme team located in towns as well as NUPRP head office in Dhaka through planning, implementing, managing, and monitoring the delivery of policies, reports, knowledge products and annual results based work plans and result frameworks as endorsed by the management;
- Lead the coordination of programme activities with related and parallel activities both within UNDP and with external agencies;
- Organize meetings of the Programme Board, Programme Outcome Board and Advisory Groups;
- Coordinate the distribution of responsibilities amongst team members and organize monitoring and tracking system of all components of the project;

- Lead the preparation and implementation of the annual results based work plans and result frameworks as endorsed by the management;
- Manage an effective M&E system to assess achievement of related objectives and identify problem affecting project performance;
- Ensure an enabling working environment for all staff so that no workplace harassment, sexual harassment or abuse of authority take place;
- Ensure technical soundness of programme activities, achievement of outputs and outcomes and quality and cost effectiveness;
- Oversee the monitoring, evaluation and communication framework, including overseeing preparation and implementation of a monitoring and communication plan and responsibility for the quality of monthly and quarterly progress reports and reviews;
- Advises the National Programme Director on all aspects of project implementation, monitoring and evaluation as well as financial accountability;
- Responsible for ensuring that that GoB staff acquire the ownership, knowledge, and capacity to contribute to the project outputs and provide overall operational management, for successful execution and implementation of the programme in line with the execution policies and procedures of the project;
- Develop and supervise the programme's capacity building efforts aimed at government counterparts, civil society groups, media and other stakeholders; contribute to the production of reports and publications, and serve as peer reviewer;
- Ensure information sharing and bridging between UNDP programme management, programme management and national counterpart in the process of implementation of the project;

#### **Policy and Programme Services:**

- Provide intellectual or substantive leadership in the subject area through identification of key policy issues and formulation of best possible and alternative policy and programme options for Bangladesh;
- Stimulate strategic thinking in the subject practice area, taking into account the needs of country as well as the opportunities to develop broader public goods;
- Manage the mapping of development issues, covering the situation and strategic opportunities in the form of professional papers and reports;
- Manage the process of implementing policy advisory services as well as delivery of regional goods or products. Ensure highest UNDP standards in the provision of technical and advisory inputs, organization of workshops, seminars, training and delivery of outputs (products);
- Promote convergence between the different development interventions in the relevant area and also with the work of the different development agencies. Identifies opportunities to enhance team-work within and across various government agencies and with the other relevant institutes in order to capitalize on the specific advantages of multi-disciplinary support;
- Lead and manage the analytical and policy development work of the team and ensure high quality policy or knowledge products. Promote the substantive quality of all knowledge products, reports and services, and ensures effective integration and compatibility with other practice areas;
- Oversee the programme's capacity building efforts aimed at government counterparts, civil society groups, media and other stakeholders;
- Contribute to the production reports and publications, and serve as peer reviewer;
- Coordinate with various government and non-governmental agencies regarding requests for advisory and support services and lead the support from the project as required by the stakeholders;
- Ensure programme outputs are aligned procedurally with UNDP positions and practice area development;
- Contribute, advice and take lead role towards influencing urban poverty reduction policy at the national level;
- Coordinates with various government and non-governmental agencies regarding requests for advisory and support services and lead the support from the project as required by the stakeholders;
- Design, introduce and continuously develop feedback mechanisms and open communication channels to ensure that the changing needs and expectations of the public are fully taken into account when reviewing annual and quarterly work-plans;
- Ensure, in cooperation with UNDP that development partners are kept informed about the programme progress throughout preparation and submission of necessary reports as required;

#### **Partnerships and Resource mobilization:**

- Mobilize and network with the experts of national and regional offices of the UN System, international development organizations, sub-regional and regional associations, affiliations and bodies (inter-governmental, non-government or private sector) and prominent private sector organizations;
- Prepare proposals for mobilization of human, technical or financial resources from international development organizations, non-government organizations and the private sector;

- Provide inputs and services as may be required by the Management of the Project with the objective of achieving high level of performance and results;

**Knowledge Services:**

- Lead and manage the inputs of the consultants and national/international advisers and undertake knowledge capture at national, regional and global levels in the subject area and the production of knowledge-based products;
- Lead the process of knowledge creation and dissemination related to national, regional and global know-how in the subject area. In this context, partner with practitioners and members of the National think tanks, UNDP global networks, leadership of the practice and sub-practice teams in RBAP, BDP and other related Bureaux on knowledge management services;
- Lead and manage the process of knowledge creation and dissemination related to national, regional and global know-how in the subject area. Support the Policy Advisers to develop partnerships with national, international and UNDP global networks, leadership of the practice and sub-practice teams in RBAP, BDP and other related Bureau on knowledge management services;
- Manage the establishment of internal and external networks or communities of practice covering prominent experts in government, non-government, private companies, international development organizations and the UN system;
- Ensure that project results are captured and recorded in knowledge products to communicate project results and impact;
- Promote a learning environment and systematic information sharing within the project team;

The International Programme Manager will conduct any other function or responsibility which may be assigned by the management and Programme Board. The IPM will provide inputs and services as may be required by the Management of the programme with the objective of achieving high level of performance and results.

• Required Qualifications and Experiences	
Education:	<ul style="list-style-type: none"> <li>• Masters' Degree or equivalent in Urban Planning, Social Sciences, Economics or related discipline.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• A minimum of 10 years' experience in poverty reduction and / or development programmes, preferably in urban poverty reduction, preferably five years are at management levels;</li> <li>• Of which at least 5 years of work experience in development and capacity building in developing countries, preferably in Asia and the Pacific and understanding of Asia-Pacific culture and customs is an asset;</li> <li>• Knowledge and experience with urban poverty analysis and mapping will be an advantage;</li> <li>• Demonstrated ability to successfully manage large scale and complex projects, and achieve outcomes and financial targets, including experience in design, monitoring and evaluation of development projects;</li> <li>• Demonstrated ability to engage at the highest levels with donors and development agencies, government officials and UN Agencies;</li> <li>• Demonstrated ability to manage large diverse teams, to provide leadership and inspiration and to work in a challenging and complex working environment;</li> </ul>
Knowledge and skills	<ul style="list-style-type: none"> <li>• Knowledge of international best practices in the field and a proven ability to adapt and implement them in the local working environment;</li> <li>• Work experience with UN/UNDP/other development entities is preferred;</li> <li>• Excellent writing skills, as well as strong analytical aptitude, communication and presentation skills are required;</li> <li>• Experience in office software packages and experience in handling of web-based management systems.</li> </ul>
Personal qualities	<ul style="list-style-type: none"> <li>• A strong commitment to gender sensitive, inclusive and pro-poor development work.</li> <li>• A commitment to UNDPs approach and values.</li> <li>• Ability to work with a multi-disciplinary team.</li> <li>• Consultative and empowering management style and willingness to learn from others</li> <li>• Willingness to travel project towns as required</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Fluency in written and spoken English.</li> </ul>

### • Position Information

Post Title: M&E Specialist-International

Duty Station: Dhaka, Bangladesh, with frequent visits to programme cities/towns

Duration: 1 year renewable contract

### • Brief Programme Description

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NUPRP will start work in Twelve Towns first year and will be operating Thirty Six Towns from third year onwards.

### • Duties and Responsibilities

Under the guidance and supervision of the Project Manager, the Monitoring and Evaluation ensures the effective implementation of the evaluation policy, sets minimum monitoring and evaluation requirements for the project, and initiates thematic and crosscutting evaluations. The Evaluation Analyst ensures that objective evaluations are designed and managed to assess the project relevance, effectiveness, efficiency, impact and sustainability of results; evaluations carried out in a credible and systematic manner.

The Monitoring and Evaluation Specialist will liaise closely with the Evaluation Office at Headquarters regarding evaluation approaches and methodologies, ensuring that UNDP meets the minimum requirements for monitoring and evaluation, including the conduct of mandatory project evaluations.

#### Summary of Key Functions:

- Design and Management of the monitoring and evaluation process: Design the parameters and activities required to measure progress over time and evaluate the programme
- Facilitation of knowledge building and knowledge sharing on monitoring and evaluation

#### Expected Results

- 1) Develop a clear **Theory of Change**: NUPRP will focus on developing and further refining a robust Theory of Change (ToC), including establishing clear linkages and identifying risks and assumptions. The Theory of Change will be developed in close partnership with the beneficiaries, including communities and local government partners. The logframe will then follow from the ToC
- 2) Undertake an external **evaluability assessment**. As a result, the assessment will define key evaluation questions and what additional longitudinal or other studies are recommended to be undertaken by the programme. It will also

include recommendations on what methods should be used for additional studies, how much they would cost, what the timeline should be, and how these studies will be coordinated.

- 3) Develop and refine the **results framework** for the full-fledged programme: This includes establishing the log-frame with the outcomes, outputs, indicators for outcomes and outputs as well as its baselines and targets.
- 4) Establish an **M&E plan** for measuring each of the results identified in the logframe. The plan will be established by the NUPRP programme team, the team responsible for the five Outputs Studies and Baseline study, the UNDP Country Office (both programme team and Results and Resource Management Cluster (RRMC) of UNDP) and DFID. The programme's approach to M&E is a combination of quantitative and qualitative data collection methods and analysis, including strong beneficiary feedback and possibly geo-tagging for monitoring. The M&E plan will ensure that sufficiently diverse data collection methods and approaches are used to allow for triangulation of data, in turn ensuring more credible evidence of progress and success. Monitoring data will be shared with DFID upon agreed timeframes and formats. Various approaches to reporting will be explored based on the subject material. For example, interventions on policy and legislative work might require the results to be captured in narrative form.
- 5) Propose detailed plan and TORs for **two key studies of the M&E plan** required for proper monitoring and detail linkages with M&E plan.
  - **Randomized Control Trials (RCT):** RCTs are key tool for the adaptive programming of NUPRP as well as providing strong evidence of change. The programme's RCTs will provide the decision makers in the programme with quantitative evidence of changes in behaviour and graduation from poverty of programme participants in comparison to a control group. The studies will also provide critical evidence of the success (or lack thereof) of the NUPRP by comparing pre-programme with post-programme data; this data will be important for programme evaluations, public relations and to back up arguments for a replication of the NUPRP model to other towns and cities in Bangladesh.
  - **Longitudinal studies:** To supplement RCTs, NUPRP will make use of observational research methods and gather data for a selected group of beneficiaries repeatedly over the period of the programme. The evaluability assessment will inform what the longitudinal studies will measure and why and how the information will be used. Longitudinal studies may include direct beneficiary feedback.

6) **Develop the evaluation plan**

An evaluation plan will be informed by the evaluability assessment and developed in consultation with partners and will include at least one evaluation which will answer in-depth a limited number of key evaluation questions. These questions will focus on assessing what has been achieved, what happened and why, and answer specific issues related to the relevance, effectiveness, efficiency, impact or sustainability of the programme. The key questions of all evaluation products will be interconnected and will be derived from the Theory of Change. The key evaluation questions will be defined during the inception phase to ensure coherence with the monitoring system put in place. The evaluation plan will provide a strategy for ensuring that there is no duplication or contamination between the work done as part of the programme M&E and the DIME Impact Evaluations.

7) **Develop the accountability to beneficiaries strategy and plan**

The Accountability to Beneficiaries strategy and plan will be developed in conjunction with M&E framework during the inception phase. The accountability to beneficiaries' framework will include recommendations and lesson learned from UPPR. The framework will determine minimum standards corresponding to each of the four dimensions of accountability to beneficiaries. The following minimum standards will be considered:

**Transparency:** the programme will provide beneficiaries with timely and accurate information regarding program activities that affect them. Information will include project description, beneficiary criteria, project budget and timeline, guidance on feedback and response mechanism.

**Participation:** Beneficiaries shall be actively involved in the design, management, implementation, evaluation and assessment of the programme. Beneficiary input will feed into the overall project decision making. Participation will start at the beginning to clarify the roles, parameters and the scope of the beneficiaries' decision making. Field staff will be trained on effective beneficiary participation techniques.

**Monitoring and Evaluation:** the programme will seek different ways to involve beneficiaries in project monitoring and evaluation. Tools and techniques will be adapted to ensure adequate beneficiaries participation in Monitoring and Evaluation. Evaluations will seek the views of a diverse group of beneficiaries and the results of reviews and evaluations will be shared with beneficiaries in the appropriate language, using culturally appropriate forums. Whenever possible and relevant, projects will find ways for beneficiaries to conduct their own monitoring and include beneficiaries on evaluation team.

**Feedback and Response Mechanisms:** A proper beneficiary feedback mechanism will be established for reporting and responding to feedbacks. Clear guidance will be provided to beneficiaries on the process for providing feedback, the

types of feedback and complaints accepted and, the follow up process and mechanisms for ensuring confidentiality and non-retaliation.

8) Undertake **baseline studies** to establish the baselines for the programme

Indicators in the log frame will be informed by the data the baselines can accurately capture, planned evaluations and other key needs. The design of the baseline studies will be informed by the evaluability assessment. The baseline data will draw upon the various existing data sets produced by UPPR and the new upcoming five background studies. The evaluability assessment will propose the data points, methods, gaps and strategy for addressing such gaps. The establishment of the baseline will include a series of strong engagement with various partners, including DFID, the Bangladesh Bureau of Statistics and other external partners.

9) A knowledge management and adaptive programming strategy will be developed during the inception phase of the programme. The strategy will be designed with two specific goals in mind:

Inward: corrective knowledge for adaptive programming that is derived during the programme for short-term corrective action

Outward: effective communication of models for urban poverty reduction to promote buy-in and replication

### • Required Qualifications and Experiences

Education:	<ul style="list-style-type: none"> <li>• Master of Science Degree or equivalent in statistics, economics or social science. Must include statistical or econometric skills. PhD preferred.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• 7 years of relevant experience at the national and international level in development issues, both in the field and HQ. Experience in high quality reporting, monitoring and evaluation with a background in the analysis of socio-economic issues and related policy matters. Experience in the usage of computers and office software packages, experience in handling of web based management systems.</li> </ul>
Knowledge and skills	<ul style="list-style-type: none"> <li>• Ability to think clearly and analytically.</li> <li>• Working with multidisciplinary teams.</li> <li>• Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands.</li> <li>• Knowledge on data base and progress reporting</li> <li>• Excellent communication skills (verbal and written) in English and Bangla</li> <li>• Use of computer for reporting and presentation</li> </ul>
Personal qualities	<ul style="list-style-type: none"> <li>• A strong commitment to gender sensitive, inclusive and pro-poor development work.</li> <li>• A commitment to UNDPs approach and values.</li> <li>• Ability to work with a multi-disciplinary team.</li> <li>• Consultative and empowering management style and willingness to learn from others</li> <li>• Willingness to travel project towns as required</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Fluency in written and spoken English.</li> </ul>

## • Position Information

Post Title: Operations Coordinator

Duty Station: Dhaka, Bangladesh, with frequent visits to programme cities/towns

Duration: 1 year renewable contract

## • Brief Programme Description

National Urban Poverty Reduction Programme (NUPRP) is to provide support towards contributing to balanced, sustainable growth and reduction of urban poverty in Bangladesh. NUPRP will work nationwide and cover poor people living in slums and informal settlements in cities and towns in Bangladesh. Selected NUPRP cities/towns will either be City Corporations and Class A Pourashavas. NUPRP will initially focus on 12-15 cities/ towns in Phase 1. This programme will contribute to ensuring a sustainable improvement in the livelihoods and living conditions of poor people living in urban slums/informal settlements in the following five Outputs.

- 1) Strengthened municipal and national government capacity to deliver pro-poor, climate sensitive, urban development;
- 2) Strengthened community organization in informal settlements;
- 3) Improved livelihoods and well-being;
- 4) Piloting options to improve land tenure and developing low cost housing initiatives; and
- 5) Climate smart rehabilitation of small scale infrastructure supported.

The ultimate intended beneficiaries of this intervention are the poor and vulnerable urban people, now and in future years. Based on evidence outlined in the previous UPPR reviews and similar types of urban interventions in Bangladesh, the NUPRP reasonably expects a wide range of benefits to result from the interventions at community, municipal and national levels. Given the ever expanding size of the urban centres and the populations that will be linked to employment opportunities, interventions targeting urban poor people should affect overall economic growth, income inequality, employment and the poverty situation.

NUPRP will start work in Twelve Towns first year and will be operating Thirty Six Towns from third year onwards.

## • Duties and Responsibilities

Under the direct supervision of the International Project Manager, the Operations Coordinator leads and guides the NUPRP Operations team and fosters collaboration within the team consistent with rules and a client-oriented approach. The incumbent will work in close collaboration with programme staff of the project, and operational staff of the CO, and, where relevant, other UN Agencies, UNDP HQs staff and Government officials to successfully deliver operations services. The Operations Coordinator will be responsible for following categories of tasks:

1. Ensures **the strategic direction of NUPRP operations** focusing on achievement of the following results:
  - Compliance of NUPRP operations in HQ with UNDP rules, regulations and policies, implementation of corporate operational strategies, establishment of management targets and monitoring achievement of results.
  - Coordinating with the International Project Manager for improving the efficiency and effectiveness of the project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks.
  - Ensuring adherence to relevant UNDP and GOB rules and relations on all financial and administrative issues.
2. Ensures effective and accurate NUPRP **financial resources management** focusing on achievement of the following results:
  - Proper planning, expenditures tracking and audit of financial resources in accordance with UNDP rules and regulations.
  - Accurate planning, forecasting and reporting of NUPRP budget. Carry out actual to budgeted variance analysis on monthly, quarterly and annual basis.
  - Organization and oversight of NUPRP cash management processes, risk assessment, timely accounting and reconciliation of all transactions, security for cash assets on site.
  - Routinely monitors financial exception reports for unusual activities, transactions, and investigates anomalies or unusual transactions.
  - Preparation of all requisite Financial Statements (UNDP, GOB and Donors).

3. Ensures strategic **human resources management** focusing on achievement of the following results:
- Preparation of project and annual HR plans.
  - Optimal staffing of the project in HQ through regular cooperation and follow up with the CO HR unit
  - Overseeing the maintenance of leave and attendance records; overseeing the training needs assessment of staff and maintain training calendars
  - NUPRP compliance with corporate human resources policies and strategies.
  - Coordination of recruitment processes and performance management systems ensuring link of job design with recruitment, performance management and career development.
4. Ensures **efficient NUPRP procurement, assets management and logistical services management** focusing on achievement of the following results:
- Assessing the procurement needs for the project and monitor all procurement requirements.
  - Ensuring compliance to UNDP and GOB procurement rules, regulations and policies including source strategy, suppliers evaluation and selection, quality management, customer relationship management, and performance measurement and advice on the appropriate procurement method, processes of technical and financial evaluation.
  - Ensure through close coordination and cooperation with UNDP CO the timely disbursement of funds, performance evaluations and contract renewals.
  - Responsible for asset management for the project including asset registers, asset transfers, physical checks and end of the project procedures; ensure administrative/common services and vehicle support.
  - Ensure that NUPRP premises are operating in accordance with UNDP and UNDSS minimum operating security standards.
5. Ensures **ICT management** focusing on achievement of the following results:
- Maintains a secure, reliable infrastructure environment for ICT and adequately plans for disasters and recoveries;
  - Identification of opportunities and ways of converting business processes into web-based systems to address the issues of efficiency and full accountability;
  - Promotion of different systems and applications for optimal content management, knowledge sharing, information provision and learning including e-registry, web-based office management system, etc.

Required Qualifications and Experiences	
Education:	<ul style="list-style-type: none"> <li>• Master's Degree or equivalent in Accounting, Finance, Management, Business Administration, Economics, or related field.</li> <li>• A professional finance/accounting qualification from a national/internationally recognized institute will have a distinct advantage.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• Minimum 10 years working experiences of development projects in Senior Operations/Coordination Positions. Working experience in project support, office management, financial accounting, procurement, administration and logistics.</li> <li>• Working experience in UN organizations/ International donor organizations will be preferred.</li> <li>• Knowledge of UNDP administrative and financial management procedures, experience in working on ATLAS would be an advantage</li> <li>• Results oriented with demonstrated entrepreneurial skills and experience;</li> <li>• Ability to deliver under pressure in a short time-frame</li> <li>• Experience in the usage of computers and office software packages, experience in handling of web based management systems.</li> <li>• Experience in strategic and operational planning and implementation of activities</li> </ul>
Knowledge and skills	<ul style="list-style-type: none"> <li>• Ability to think clearly and analytically.</li> <li>• Working with multidisciplinary teams.</li> <li>• Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands.</li> <li>• Knowledge on data base and progress reporting</li> <li>• Excellent communication skills (verbal and written) in English and Bangla</li> <li>• Use of computer for reporting and presentation</li> </ul>
Personal qualities	<ul style="list-style-type: none"> <li>• A strong commitment to gender sensitive, inclusive and pro-poor development work.</li> <li>• A commitment to UNDPs approach and values. Ability to work with a multi-disciplinary team. Consultative and empowering management style and willingness to learn from others Willingness to travel project towns as required</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Fluency in written and spoken English and Bangla.</li> </ul>

### • Position Information

**Post Title: City Liaison Coordinator**

Duty Station: Dhaka, Bangladesh, with frequent visits to programme cities/towns

Duration: 1 year renewable contract

### • Brief Programme Description

National Urban Poverty Reduction Programme (NUPRP) is to provide support towards contributing to balanced, sustainable growth and reduction of urban poverty in Bangladesh. NUPRP will work nationwide and cover poor people living in slums and informal settlements in cities and towns in Bangladesh. Selected NUPRP cities/towns will either be City Corporations and Class A Pourashavas. NUPRP will initially focus on 12-15 cities/ towns in Phase 1. This programme will contribute to ensuring a sustainable improvement in the livelihoods and living conditions of poor people living in urban slums/informal settlements in the following five Outputs.

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NUPRP will start work in Twelve Towns first year and will be operating Thirty-Six Towns from third year onwards.

### • Duties and Responsibilities

Under the overall supervision of the International Project Manager and the direct guidance of Programme Specialist, the City Liaison Coordinator leads and guides the NUPRP's engagement with Local Government Institutions (LGIs) to set up and negotiate contracts for the implementation of Phase 1 of the programme. The City Liaison Coordinator will be responsible for following categories of tasks:

- Partnership building and liaison with Local Government Institutions, and other agencies at city/town level involved in urban development;
- Operational Set-Up of NUPRP at city/town level;
- Knowledge Management, Learning, and Reporting;

The following section describes the functions under each of these categories:

#### 1. Partnership building and liaison with Local Government Institutions

- Build alliances and coalitions, and collaborate closely with the NUPRP HQ, LGIs other agencies working on urban poverty reduction and private sector stakeholders.
- Plan disseminate workshops, arrange exposure events for sensitizing the government counterparts for implementation of programme activities.
- Speak effectively before groups to promote and explain NUPRP objectives and activities.

#### 2. Operational Set-Up of NUPRP

- Coordinate the finalization of City Selection for Phase 1 of programme.
- Set Up and finalize contracts (LoA/MoU) with selected LGIs.
- Coordinate with Senior Government Liaison Coordinator in DPP Preparation, Steering Committee Set-Up



- Facilitate the set up (planning and coordination) of NUPRP presence in selected Towns/Cities.
- Facilitate formation of town/city level committees/governance structure.
- Facilitate mobilisation and availability of LGI resources (staff/office/logistics and finance) for NUPRP.
- Overall responsibility for providing and coordinating support to each Output team and Town Teams.
- Provide administrative and logistic advice to other Output teams and International Project Manager.

### 3. Knowledge Management, Learning, and Reporting

- Ensure that towns of the project produce in time, all required reports and that points for comment or action are identified.
- Facilitate the production of Knowledge Products and coordinate the production of documents for policy workshops and conferences and the production of reports after those activities.
- Organize staff development programmes for achieving Outputs.
- Facilitate capacity building of local government, communities and project staff.
- Coordinate training activities and exchange programmes for staff, elected representatives, government counterparts, and community members.

• Required Qualifications and Experiences	
Education:	<ul style="list-style-type: none"> <li>• Master's degree in Urban Planning or Urban Economy, or equivalent degree in International Development, Social Sciences with a strong focus on urban planning and/or governance.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• Minimum 10 years working experience in urban planning, urban governance, urban economy, and the promotion towards poverty reduction of the urban poor.</li> <li>• Proven experience in gaining cooperation, building and managing relations and partnerships with Local Government Institutions/organizations/agencies, as well as diverse range of stakeholders.</li> <li>• Working experience in UN organizations/ International donor organizations will be preferred.</li> <li>• Practical experience in negotiating and setting up contracts with government entities</li> <li>• Significant experience of community based development projects preferably in urban context</li> <li>• Sound knowledge and working experience related to the policy, legislation and regulation of municipal frameworks in Bangladesh.</li> <li>• Experience in strategic and operational planning and implementation of activities</li> <li>• Experience in report writing, making presentations and use of computers.</li> </ul>
Knowledge and skills	<ul style="list-style-type: none"> <li>• Ability to think clearly and analytically.</li> <li>• Working with multidisciplinary teams.</li> <li>• Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands.</li> <li>• Knowledge on data base and progress reporting</li> <li>• Excellent communication skills (verbal and written) in English and Bangla</li> <li>• Use of computer for reporting and presentation</li> </ul>
Personal qualities	<ul style="list-style-type: none"> <li>• A strong commitment to gender sensitive, inclusive and pro-poor development work.</li> <li>• A commitment to UNDPs approach and values.</li> <li>• Ability to work with a multi-disciplinary team.</li> <li>• Consultative and empowering management style and willingness to learn from others</li> <li>• Willingness to travel project towns as required</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Fluency in written and spoken English and Bangla.</li> </ul>

#### • Position Information

**Post Title: Internal Audit Coordinator**

Duty Station: Dhaka, Bangladesh, with frequent visits to programme cities/towns

Duration: 1 year renewable contract

#### • Brief Programme Description

National Urban Poverty Reduction Programme (NUPRP) is to provide support towards contributing to balanced, sustainable growth and reduction of urban poverty in Bangladesh. NUPRP will work nationwide and cover poor people living in slums and informal settlements in cities and towns in Bangladesh. Selected NUPRP cities/towns will either be City Corporations and Class A Pourashavas. NUPRP will initially focus on 12-15 cities/ towns in Phase 1. This programme will contribute to ensuring a sustainable improvement in the livelihoods and living conditions of poor people living in urban slums/informal settlements in the following five Outputs.

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- 5) Climate smart rehabilitation of small scale infrastructure supported.

The ultimate intended beneficiaries of this intervention are the poor and vulnerable urban people, now and in future years. Based on evidence outlined in the previous UPPR reviews and similar types of urban interventions in Bangladesh, the NUPRP reasonably expects a wide range of benefits to result from the interventions at community, municipal and national levels. Given the ever expanding size of the urban centres and the populations that will be linked to employment opportunities, interventions targeting urban poor people should affect overall economic growth, income inequality, employment and the poverty situation.

NUPRP will start work in Twelve Towns first year and will be operating Thirty-Six Towns from third year onwards.

#### • Duties and Responsibilities

The MAU Coordinator is responsible to achieve the purpose and performance deliverables as mentioned in the ToR for MAU. S/he is a member of the NUPRP management team and provides leadership to achieve the following:

##### Summary of Key Functions:

- Lead the design and manage the implementation of a oversight and compliance strategy and system
- Develop and lead an auditing system
- Manage the oversight and compliance team
- Lead and develop a culture zero tolerance of corruption among all project partners.

The following section describes the functions under each of these categories with expected results:

##### 1. Lead the design and manage the implementation of a oversight and compliance strategy and system

- Lead and develop an improved oversight and compliance strategy and system including social auditing to prevent, detect, report on and sanction wrongdoing, including fraud and corruption.
- Lead the introduction and up-scaling of the system at project headquarters and in all 12 project towns

##### 2. Develop and lead an auditing system that includes the following:

- Operational and Process Checks – to assess the processes, procedures, and other internal control activities to determine how they impact the attainment of project objectives
- Financial Checks – to review projects records and accounts to determine if financial transactions are properly recorded in the financial accounting and reporting system.
- Compliance Checks – to verify whether project entities are in compliance with established guidelines and that project assets are used for intended purposes

- Investigative Checks -- to respond to a request by any project entity, external party, or an anonymous report
  - Follow-up Checks - to determine whether previous from the above have been implemented.
3. **Manage the oversight and compliance team**
- Assist in the recruitment of oversight and compliance staff
  - Prepare work plans for and manage the work of oversight and compliance staff
  - Assist in the design of oversight and compliance training and development for field staff, municipal staff and elected officials, and community leaders and members
  - Execute the training and development plan
4. **Lead and develop a culture zero tolerance of corruption among all project partners.**
- Design and execute an awareness-raising strategy for all project stakeholders importance of compliance and on the need for zero-tolerance of corruption and their role in anti-corruption
  - Develop a whistle blower system to support the reporting of wrongdoing.

**• Required Qualifications and Experiences**

Education:	<ul style="list-style-type: none"> <li>• Masters' Degree in Business Administration, Accounting or Finance, with CA Part Qualified</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• Minimum 10 years of relevant experience in audit-especially in fraud mitigation management, project compliance works and project performance evaluation,</li> <li>• Proven leadership and senior management skills</li> <li>• Experience in working with UN agencies or International NGOs</li> </ul>
Knowledge and skills	<ul style="list-style-type: none"> <li>• Ability to think clearly and analytically.</li> <li>• Working with multidisciplinary teams.</li> <li>• Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands.</li> <li>• The numerical ability to make budgets and to monitor costs.</li> <li>• A sound knowledge of financial control procedures.</li> <li>• Knowledge on data base and progress reporting</li> <li>• Use of computer for reporting, presentation and financial control</li> </ul>
Personal qualities	<ul style="list-style-type: none"> <li>• A strong commitment to gender sensitive, inclusive and pro-poor development work.</li> <li>• A commitment to UNDPs approach and values.</li> <li>• Ability to work with a multi-disciplinary team.</li> <li>• Consultative and empowering management style and willingness to learn from others</li> <li>• Willingness to travel project towns as required</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Fluency in written and spoken English and Bangla.</li> </ul>

• **Position Information**

**Post Title:** Urban Planning and Governance Coordinator

**Duty Station:** Dhaka, Bangladesh, with frequent visits to programme cities/towns

**Duration:** 1 year renewable contract

• **Brief Programme Description**

National Urban Poverty Reduction Programme (NUPRP) is to provide support towards contributing to balanced, sustainable growth and reduction of urban poverty in Bangladesh. NUPRP will work nationwide and cover poor people living in slums and informal settlements in cities and towns in Bangladesh. Selected NUPRP cities/towns will either be City Corporations and Class A Pourashavas. NUPRP will initially focus on 12-15 cities/ towns in Phase 1. This programme will contribute to ensuring a sustainable improvement in the livelihoods and living conditions of poor people living in urban slums/informal settlements in the following five Outputs.

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The ultimate intended beneficiaries of this intervention are the poor and vulnerable urban people, now and in future years. Based on evidence outlined in the previous UPPR reviews and similar types of urban interventions in Bangladesh, the NUPRP reasonably expects a wide range of benefits to result from the interventions at community, municipal and national levels. Given the ever expanding size of the urban centres and the populations that will be linked to employment opportunities, interventions targeting urban poor people should affect overall economic growth, income inequality, employment and the poverty situation.

NUPRP will start work in Twelve Towns first year and will be operating Thirty Six Towns from third year onwards.

• **Duties and Responsibilities**

The Urban Planning and Governance (UPG) Coordinator will focus mostly on NUPRP Municipalities and City Corporations, but also the National level, and will be responsible for implementing Output 1 activities and for achieving Output 1 results.

**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.

**Summary of Roles and Responsibilities:**

- Designs the planning/implementation process, in collaboration with project management team, of all UPG activities developed during the Inception Phase, coordinates delivery in NUPRP towns/cities and ensures high quality of related activities;
- Manages UPG team and provide technical inputs to assist town teams, Local Government Institutions and the government counterpart for ensuring quality UPG delivery;
- Works closely with KM/M&E to provide inputs for monitoring (design and data collection throughout the project cycle) and in designing outcome survey, analyzing outcomes data and generating lessons and knowledge products to inform project's strategic directions and policy outcomes;
- Develops and manage partnerships with on-going and proposed urban projects that directly or indirectly benefit urban poor communities and specifically the extremely poor, as well as the pro-poor urban policy environment.
- Networks with key stakeholders to promote urban poverty reduction policies, climate sensitive urban planning and urban governance for the urban poor and extreme poor.

• Required Qualifications and Experiences	
Education:	<ul style="list-style-type: none"> <li>• Master's Degree in Urban Planning, or equivalent with specific skills in urban policy, urban governance, urban legislation and regional planning with emphasis on informal settlements.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• Minimum 10 years of experience working in urban planning, municipal governance and regional and informal settlements planning from a pro-poor approach.</li> <li>• Demonstrable working experience in the intersection of climate change and pro-poor urban planning.</li> <li>• Demonstrable working experience in building urban local bodies/government capacities and improving municipal finance system;</li> <li>• Working experience in UN organizations/ International donor organizations will be preferred.</li> <li>• Working experience in gender responsive programming/implementation related to urban planning, urban governance and urban policy development.</li> <li>• Significant experience of community based development projects in urban context</li> <li>• Experience in strategic and operational planning and implementation of activities</li> <li>• Experience in report writing, making presentations and use of computers.</li> </ul>
Knowledge and skills	<ul style="list-style-type: none"> <li>• Ability to think clearly and analytically.</li> <li>• Working with multidisciplinary teams.</li> <li>• Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands.</li> <li>• Knowledge on data base and progress reporting</li> <li>• Excellent communication skills (verbal and written) in English and Bangla</li> <li>• Use of computer for reporting and presentation</li> </ul>
Personal qualities	<ul style="list-style-type: none"> <li>• Ability to think clearly and analytically.</li> <li>• Working with multidisciplinary teams.</li> <li>• Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands.</li> <li>• Knowledge of the gendered aspects related to urban planning, governance and policy</li> <li>• The numerical ability to make budgets and to monitor costs.</li> <li>• A sound knowledge of financial control procedures.</li> <li>• Knowledge on RBM, data base and progress reporting</li> <li>• Use of computer for reporting, presentation and financial control</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Fluency in written and spoken English and Bangla.</li> </ul>

• **Position Information**

**Post Title: Social Mobilization and Community Capacity Building Coordinator**  
Duty Station: Dhaka, Bangladesh, with frequent visits to programme cities/towns  
Duration: 1 year renewable contract

• **Brief Programme Description**

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NUPRP will start work in Twelve Towns first year and will be operating Thirty Six Towns from third year onwards.

• **Duties and Responsibilities**

The Social Mobilization and Community Capacity Building Coordinator will focus NUPRP communities, Municipalities and City Corporations, but also the National level, and will be responsible for implementing Output 2 activities and for achieving Output 2 results.

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

Urban poor communities are heterogeneous and their strength lies in their diversity. This Output will build upon UPPR's strengths in building community organization, capacity, mobilization and voice of poor people in informal settlements. It is envisioned that a similar approach to community organization taken during UPPR, the Community Development Committee (CDC) model 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 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 order to tackle Early and Forced Marriage, Violence against Women and Girls (VAWG) and 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. Furthermore, following the experiences of UPPR, education grants and income generation activities for women and girls could be scaled up.

The Social Mobilization and Community Capacity Building (SMCB) Coordinator will be responsible for following categories of tasks.

- Design and support framework for Sustainable Community Functions and Structure in NUPRP cities/towns
- Support community groups with taking forward a wide range of initiatives aimed at developing linkages and partnerships
- Support community organisations to engage with Municipalities - their leadership as well as relevant

committees and departments

- Promote inclusive and community centred planning
- Design and support framework for mainstreaming activities related to stopping of early and forced marriage and tackling violence against women and girls in informal settlements.

**Summary of Roles and Responsibilities:**

- ❑ Designs the planning/implementation process in collaboration with project management team, of all SMCB activities developed in the Inception Phase, coordinates delivery in NUPRP towns/cities and ensures high quality related activities;
- ❑ Manages SMCB team and provides technical inputs to assist town teams, Local Government Institutions and the government counterpart for ensuring quality SMCB delivery;
- ❑ Works closely with KM/M&E to provide inputs for monitoring (design and data collection throughout the project cycle) and in designing outcome survey, analyzing outcomes data and generating lessons and knowledge products to inform project's strategic directions and policy outcomes;
- ❑ Develops and manages partnerships with on-going and proposed urban projects that directly or indirectly benefit urban poor communities and specifically the extremely poor;
- ❑ Networks with key stakeholders to promote urban poverty reduction policies for the urban poor and extreme poor.

• Required Qualifications and Experiences	
Education:	<ul style="list-style-type: none"> <li>• Master's Degree in Social Sciences in Development, Community Development or relevant degree.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• Minimum 10 years of experience working in community development work and civil society capacity building projects with specific skills in participatory approaches and methods. Experience in urban context is preferred.</li> <li>• Demonstrable working experience in developing, mainstreaming and implementing gender equality and social inclusion strategies.</li> <li>• Working experience in the field of Early and Forced Marriage and Violence against Women and Girls (VAWG), with particular emphasis in urban setting.</li> <li>• Working experience in UN organizations/ International donor organizations will be preferred.</li> <li>• Significant experience of community based development projects preferably in urban context</li> <li>• Experience working in community level resilience and disaster work.</li> <li>• Experience in strategic and operational planning and implementation of activities</li> <li>• Experience in report writing, making presentations and use of computers.</li> </ul>
Knowledge and skills	<ul style="list-style-type: none"> <li>• Ability to think clearly and analytically.</li> <li>• Working with multidisciplinary teams.</li> <li>• Knowledge of gender responsive programming/implementation.</li> <li>• Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands.</li> <li>• The numerical ability to make budgets and to monitor costs.</li> <li>• A sound knowledge of financial control procedures.</li> <li>• Knowledge on RBM, data base and progress reporting</li> <li>• Use of computer for reporting, presentation and financial control</li> </ul>
Personal qualities	<ul style="list-style-type: none"> <li>• A strong commitment to gender sensitive, inclusive and pro-poor development work.</li> <li>• A commitment to UNDPs approach and values.</li> <li>• Ability to work with a multi-disciplinary team.</li> <li>• Consultative and empowering management style and willingness to learn from others</li> <li>• Willingness to travel project towns as required</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Fluency in written and spoken English and Bangla.</li> </ul>

• **Position Information**

**Post Title: Local Economy, Livelihoods and Financial Inclusion Coordinator**

Duty Station: Dhaka, Bangladesh, with frequent visits to programme cities/towns

Duration: 1 year renewable contract

• **Brief Programme Description**

National Urban Poverty Reduction Programme (NUPRP) is to provide support towards contributing to balanced, sustainable growth and reduction of urban poverty in Bangladesh. NUPRP will work nationwide and cover poor people living in slums and informal settlements in cities and towns in Bangladesh. Selected NUPRP cities/towns will either be City Corporations and Class A Pourashavas. NUPRP will initially focus on 12-15 cities/ towns in Phase 1. This programme will contribute to ensuring a sustainable improvement in the livelihoods and living conditions of poor people living in urban slums/informal settlements in the following five Outputs.

- 1) Strengthened municipal and national government capacity to deliver pro-poor, climate sensitive, urban development;
- 2) Strengthened community organization in informal settlements;
- 3) Improved livelihoods and well-being;
- 4) Piloting options to improve land tenure and developing low cost housing initiatives; and
- 5) Climate smart rehabilitation of small scale infrastructure supported.

The ultimate intended beneficiaries of this intervention are the poor and vulnerable urban people, now and in future years. Based on evidence outlined in the previous UPPR reviews and similar types of urban interventions in Bangladesh, the NUPRP reasonably expects a wide range of benefits to result from the interventions at community, municipal and national levels. Given the ever expanding size of the urban centres and the populations that will be linked to employment opportunities, interventions targeting urban poor people should affect overall economic growth, income inequality, employment and the poverty situation.

NUPRP will start work in Twelve Towns first year and will be operating Thirty Six Towns from third year onwards.

• **Duties and Responsibilities**

The Local Economy, Livelihoods and Financial Inclusion (LELFI) Coordinator will focus NUPRP will be responsible for implementing Output 3 activities and for achieving Output 3 results.

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

The programme will incorporate a number of livelihood and social wellbeing activities that focus on particular challenges for the urban poor and women and girls in particular - (i) developing skills for productive employment and income generation and (ii) financial inclusion of the Urban Poor through access to formal banking system.

For building skills for productive employment and income generation, partnerships with the private sector will be developed. It is envisioned that NUPRP's productive employment and income generation strategy will be formulated in line with the work of the National Industrial Skills Councils. The strategy will ensure that the urban poor are made a priority of skills training opportunities. Following the lessons learned from UPPR, education grants/stipends and income generation activities for women and girls will be enhanced and scaled up.

For financial inclusion of the urban poor, the Coordinator will identify and build appropriate linkages with relevant agencies/departments and integrate Universal Financial Inclusion principles in the implementation of NUPRP. Following UPPR, Community Savings and Credit Groups were noted as a best practice. It is envisioned that this model will be enhanced in order to move from informal banking to more formalized banking.

The Local Economy, Livelihoods and Financial Inclusion (LELFI) Coordinator will be responsible for following categories of tasks.

- Designs the planning/implementation process, in collaboration with project management team, of all LELFI activities developed in the Inception Phase, coordinates delivery in NUPRP towns/cities and ensures high quality of the implementation of community contracts and other related activities;
- Manages LELFI team and provide technical inputs to assist town teams, Local Government Institutions and the government counterpart for ensuring quality LELFI delivery;



- Works closely with KM/M&E to provide inputs for monitoring (design and data collection throughout the project cycle) and in designing outcome survey, analyzing outcomes data and generating lessons and knowledge products to inform project's strategic directions and policy outcomes;
- Develops and manage partnerships with on-going and proposed urban projects that directly or indirectly benefit urban poor communities and specifically the extremely poor. Develops and manage partnerships with private sector entities for employment and income generation and financial inclusion.
- Networks with key stakeholders, including the private sector to promote livelihoods and financial inclusion policies for the urban poor and extreme poor.

<b>• Required Qualifications and Experiences</b>	
Education:	<ul style="list-style-type: none"> <li>• Master's Degree in Social Sciences, Economics, Development, or Labour Studies with specific emphasis on urban livelihoods and financial inclusion.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• Minimum 10 years of experience working in urban livelihoods projects, skills and employment development in low income communities and financial inclusion.</li> <li>• Working experience in UN organizations/ International donor organizations will be preferred.</li> <li>• Working experience in gender responsive programming/implementation.</li> <li>• Significant experience of community based development projects preferably in urban context.</li> <li>• Demonstrable working experience in the intersection of livelihoods/skills development and climate change resilience programming.</li> <li>• Experience in strategic and operational planning and implementation of activities</li> <li>• Experience in report writing, making presentations and use of computers.</li> </ul>
Knowledge and skills	<ul style="list-style-type: none"> <li>• Ability to think clearly and analytically.</li> <li>• Working with multidisciplinary teams.</li> <li>• Knowledge of the gendered issues of financial inclusion and income generation</li> <li>• Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands.</li> <li>• The numerical ability to make budgets and to monitor costs.</li> <li>• A sound knowledge of financial control procedures.</li> <li>• Knowledge on RBM, data base and progress reporting</li> <li>• Excellent communication skills (verbal and written) in English and Bengali</li> <li>• Use of computer for reporting, presentation and financial control</li> </ul>
Personal qualities	<ul style="list-style-type: none"> <li>• A strong commitment to gender sensitive, inclusive and pro-poor development work.</li> <li>• A commitment to UNDPs approach and values.</li> <li>• Ability to work with a multi-disciplinary team.</li> <li>• Consultative and empowering management style and willingness to learn from others</li> <li>• Willingness to travel project towns as required</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Fluency in written and spoken English and Bangla.</li> </ul>

• **Position Information**

Job Code Title: Nutrition Coordinator

Duty Station: Dhaka, Bangladesh, with frequent visits to programme cities/towns

Duration: 1 year renewable contract

• **Brief Programme Description**

National Urban Poverty Reduction Programme (NUPRP) is to provide support towards contributing to balanced, sustainable growth and reduction of urban poverty in Bangladesh. NUPRP will work nationwide and cover poor people living in slums and informal settlements in cities and towns in Bangladesh. Selected NUPRP cities/towns will either be City Corporations and Class A Pourashavas. NUPRP will initially focus on 12-15 cities/ towns in Phase 1. This programme will contribute to ensuring a sustainable improvement in the livelihoods and living conditions of poor people living in urban slums/informal settlements in the following five Outputs.

- 1) Strengthened municipal and national government capacity to deliver pro-poor, climate sensitive, urban development;
- 2) Strengthened community organization in informal settlements;
- 3) Improved livelihoods and well-being;
- 4) Piloting options to improve land tenure and developing low cost housing initiatives; and
- 5) Climate smart rehabilitation of small scale infrastructure supported.

The ultimate intended beneficiaries of this intervention are the poor and vulnerable urban people, now and in future years. Based on evidence outlined in the previous UPPR reviews and similar types of urban interventions in Bangladesh, the NUPRP reasonably expects a wide range of benefits to result from the interventions at community, municipal and national levels. Given the ever expanding size of the urban centres and the populations that will be linked to employment opportunities, interventions targeting urban poor people should affect overall economic growth, income inequality, employment and the poverty situation.

NUPRP will start work in Twelve Towns first year and will be operating Thirty Six Towns from third year onwards.

• **Duties and Responsibilities**

The Nutrition Coordinator will work under the direct supervision of the International Project Manager and under an overall guidance of Project Director. to ensure efficient and effective implementation of the project.

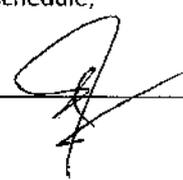
Overall Responsibilities:

- Overall management of the Direct Nutrition Intervention component of NUPRP;
- Supervising and coordinating Nutrition Intervention team at the field and at Headquarter level;
- Managing project budget and it's utilization;
- Providing inputs in the project quarterly and annual report;
- Representing NUPRP's direct nutrition intervention project in meetings with project implementation partners, partner training organizations and town level stakeholders;
- Provide strategic directions to Nutrition Experts for linking nutrition component with Urban Food Production, Hygiene promotion, Watsan activities and health linkages in NUPRP towns;
- Coordination with other project units (such as M&E, Livelihood, LTH, SEF, SIF and Communication) at the project headquarter;

Specific Responsibilities:Field Level Staffing, Capacity Building and Operation:

- Oversee and support in establishing town level human resource structure and orientation in all clusters;
- Oversee timely selection and training of Nutrition Volunteers and Nutrition Promoters;
- Oversee capacity building of NV/CF and HNC and their effective functioning;
- Oversee setting up of town level operational structures such as procurement, storage and delivery of the Nutrition related commodities, the CDC level and cluster level meetings and counselling schedule;

Planning, Monitoring and Reporting-



- Set up the planning and monitoring system in all NUPRR towns and ensure orientation of town level concerned staff (Town Manager, Nutrition Officer, Livelihood, Officer, COs, NV/CF) on monitoring instrument and processes;
- Undertake monthly, quarterly and yearly planning with Nutrition Officer and Social Mobilization and Training Officer at the headquarter to achieve the annual targets of the proposal;
- Oversee the Nutrition Officer and Social Mobilization and Training Officer at the headquarter to undertake and compile monthly and quarterly plans at town level;
- Oversee town teams in providing monitoring formats to NV/CF and developing their capacity for filling monitoring forms accurately and timely;
- Ensure compilation of monthly, quarterly and annual reports especially on training, delivery of de-worming tablets and Multi-nutrient packets, household visits, courtyard meetings and stakeholders orientation;
- Oversee quality monitoring of results and their dissemination;
- Prepare quarterly and annual donor report;
- Oversee MIS data are accurate and data is routinely compiled, analyzed and used in decision making.

**Procurement and Delivery:**

- Oversee a) timely procurement of Iron and folic acid, De worming tablets and Multi-nutrient Powder; b) their proper storage; and c) timely delivery to targeted beneficiaries ;
- Set up a transparent system with the help of Pourshava / City Corporation for quality assurance of the procured items;

**Staff Management::**

- Oversee Social Mobilization and Training Expert (SMTE) to develop quarterly and monthly training plan, ensure timely conduction of training and feedback analysis and ensure quarterly assessment of performance of trained staff;
- Supervise the M&E at headquarter in facilitating and compiling town level monthly and quarterly plans and targets;
- Ensure orientation of all staff on project design and implementation process, training and monitoring plan,

• Required Qualifications and Experiences	
Education:	Masters in Nutrition/Public Health or in Social Sciences with
Experience:	Minimum 10 years working experience in managing projects and at least 4 years in coordinating health and nutrition projects
Knowledge and skills	Demonstrated ability to work in large teams involved in managing complex projects. Knowledge of known best practices and policies in the fields of nutrition and urban poverty reduction Excellent communication skills (verbal and written) in English and Bangla Ability to use Microsoft Office for reporting and presentation.
Personal qualities	A strong commitment to gender sensitive, inclusive and pro-poor development works. Ability to work with multi-disciplinary team. Willingness to learn from others Willingness to stay full time in any of the project towns and travel as required
Language Requirements:	Fluency in written and spoken English and Bangla

• **Position Information**

**Post Title: Land Tenure and Housing Coordinator**

Duty Station: Dhaka, Bangladesh, with frequent visits to programme cities/towns

Duration: 1 year renewable contract

• **Brief Programme Description**

National Urban Poverty Reduction Programme (NUPRP) is to provide support towards contributing to balanced, sustainable growth and reduction of urban poverty in Bangladesh. NUPRP will work nationwide and cover poor people living in slums and informal settlements in cities and towns in Bangladesh. Selected NUPRP cities/towns will either be City Corporations and Class A Pourashavas. NUPRP will initially focus on 12-15 cities/ towns in Phase 1. This programme will contribute to ensuring a sustainable improvement in the livelihoods and living conditions of poor people living in urban slums/informal settlements in the following five Outputs.

- 1) Strengthened municipal and national government capacity to deliver pro-poor, climate sensitive, urban development;
- 2) Strengthened community organization in informal settlements;
- 3) Improved livelihoods and well-being;
- 4) Piloting options to improve land tenure and developing low cost housing initiatives; and
- 5) Climate smart rehabilitation of small scale infrastructure supported.

The ultimate intended beneficiaries of this intervention are the poor and vulnerable urban people, now and in future years. Based on evidence outlined in the previous UPPR reviews and similar types of urban interventions in Bangladesh, the NUPRP reasonably expects a wide range of benefits to result from the interventions at community, municipal and national levels. Given the ever expanding size of the urban centres and the populations that will be linked to employment opportunities, interventions targeting urban poor people should affect overall economic growth, income inequality, employment and the poverty situation.

NUPRP will start work in Twelve Towns first year and will be operating Thirty Six Towns from third year onwards.

• **Duties and Responsibilities**

The Tenure and Housing Coordinator will focus mostly on NUPRP Municipalities and City Corporations, but also the National level, and will be responsible for implementing Output 4 activities and for achieving Output 4 results.

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

The programme will facilitate improved land tenure for low-income high density populations where opportunities exist and will develop low cost housing where capacity, funding and demand are present. Specifically, success under this Output will include: improved tenure security; Improved access to housing loans and financing for the urban poor; promotion of affordable and resilient housing for the urban poor; and innovation and enhancement of the UPPR Community Housing Development Fund (CHDF).

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 could explore opportunities with other international organizations 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.

The Tenure and Housing (TH) Coordinator will be responsible for following categories of tasks:

- 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 in informal agreements, later leading to more formal and legal arrangements (e.g. medium

term leasehold arrangements);

- 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 wider city planning.

**Summary of Roles and Responsibilities:**

- Designs the planning/implementation process, in collaboration with project management team, of all TH activities developed during Inception Phase, coordinates delivery in NUPRP towns/cities and ensures high quality of the implementation of community contracts and other related activities;
- Manages TH team and provide technical inputs to assist town teams, Local Government Institutions and the government counterpart for ensuring quality TH delivery;
- Works closely with KM/M&E to provide inputs for monitoring (design and data collection throughout the project cycle) and in designing outcome survey, analyzing outcomes data and generating lessons and knowledge products to inform project's strategic directions and policy outcomes;
- Develops and manage partnerships with on-going and proposed urban projects that directly or indirectly benefit urban poor communities and specifically the extremely poor;
- Networks with key stakeholders to promote urban poverty reduction policies for the urban poor and extreme poor.

• Required Qualifications and Experiences	
Education:	<ul style="list-style-type: none"> <li>• Master's Degree in Land Management or Urban Planning or equivalent degree.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• Minimum 10 years experience in land pooling, land sharing, readjustment and social housing and housing finance projects from a pro-poor approach.</li> <li>• Working experience on local level hazard mapping and its link with land use.</li> <li>• Working experience in UN organizations/ International donor organizations will be preferred.</li> <li>• Significant experience of community based development projects preferably in urban context</li> <li>• Working experience in gender responsive programming/implementation.</li> <li>• Experience in strategic and operational planning and implementation of activities</li> <li>• Experience in report writing, making presentations and use of computers.</li> </ul>
Knowledge and skills	<ul style="list-style-type: none"> <li>• Ability to think clearly and analytically.</li> <li>• Knowledge of the gendered issues related to land tenure and low-cost housing.</li> <li>• Working with multidisciplinary teams.</li> <li>• Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands.</li> <li>• The numerical ability to make budgets and to monitor costs.</li> <li>• A sound knowledge of financial control procedures.</li> <li>• Knowledge on RBM, data base and progress reporting</li> <li>• Use of computer for reporting, presentation and financial control</li> </ul>
Personal qualities	<ul style="list-style-type: none"> <li>• A strong commitment to gender sensitive, inclusive and pro-poor development work.</li> <li>• A commitment to UNDPs approach and values.</li> <li>• Ability to work with a multi-disciplinary team.</li> <li>• Consultative and empowering management style and willingness to learn from others</li> <li>• Willingness to travel project towns as required</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Fluency in written and spoken English and Bangla.</li> </ul>

#### • Position Information

**Post Title: Infrastructure and Urban Services Coordinator**

Duty Station: Dhaka, Bangladesh, with frequent visits to programme cities/towns

Duration: 1 year renewable contract

#### • Brief Programme Description

National Urban Poverty Reduction Programme (NUPRP) is to provide support towards contributing to balanced, sustainable growth and reduction of urban poverty in Bangladesh. NUPRP will work nationwide and cover poor people living in slums and informal settlements in cities and towns in Bangladesh. Selected NUPRP cities/towns will either be City Corporations and Class A Pourashavas. NUPRP will initially focus on 12-15 cities/ towns in Phase 1. This programme will contribute to ensuring a sustainable improvement in the livelihoods and living conditions of poor people living in urban slums/informal settlements in the following five Outputs.

- 1) Strengthened municipal and national government capacity to deliver pro-poor, climate sensitive, urban development;
- 2) Strengthened community organization in informal settlements;
- 3) Improved livelihoods and well-being;
- 4) Piloting options to improve land tenure and developing low cost housing initiatives; and
- 5) Climate smart rehabilitation of small scale infrastructure supported.

The ultimate intended beneficiaries of this intervention are the poor and vulnerable urban people, now and in future years. Based on evidence outlined in the previous UPPR reviews and similar types of urban interventions in Bangladesh, the NUPRP reasonably expects a wide range of benefits to result from the interventions at community, municipal and national levels. Given the ever expanding size of the urban centres and the populations that will be linked to employment opportunities, interventions targeting urban poor people should affect overall economic growth, income inequality, employment and the poverty situation.

NUPRP will start work in Twelve Towns first year and will be operating Thirty Six Towns from third year onwards.

#### • Duties and Responsibilities

The Infrastructure and Urban Services (IUS) Coordinator will provide support to the towns to ensure that Output 5 activities are successfully implemented and the target indicators for Output 5 are achieved.

##### **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, water and sanitation 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. NUPRP will place a strong emphasis on climate resilience. Furthermore, city wide planning is envisioned for NUPRP and this will include urban risk assessment and climate vulnerability. The Infrastructure and Urban Services Coordinator will be a specialist in the areas of urban poverty reduction with specific experience of Settlement Improvement arena, climate change and urban resilience.

The Infrastructure and Urban Services (IUS) Coordinator will be responsible for following categories of tasks.

- Designs the planning/implementation process, in collaboration with project management team, of all IUS activities developed during the Inception Phase, coordinates delivery in NUPRP towns/cities and ensures high quality of the implementation of community infrastructure contracts and other related activities;
- Manages IUS team and provide technical inputs to assist town teams, Local Government Institutions and the government counterpart for ensuring quality IUS delivery;
- Works closely with KM/M&E to provide inputs for monitoring (design and data collection throughout the project cycle) and in designing outcome survey, analyzing outcomes data and generating lessons and knowledge products to inform project's strategic directions and policy outcomes;
- Develops and manage partnerships with on-going and proposed urban projects that directly or indirectly benefit urban poor communities and specifically the extremely poor;
- Networks with key stakeholders to promote urban poverty reduction policies, urban resilient infrastructure planning and policies and sustainable and equitable services provision for the urban poor and extreme poor.

• Required Qualifications and Experiences	
Education:	<ul style="list-style-type: none"> <li>• Master's degree in Civil Engineering, Disaster Management or equivalent degree with a focus on urban infrastructure and services and climate change resilient urban planning</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• Minimum 10 years of experience in construction, infrastructure, water, sanitation and solid waste, preferably from a community-based approach</li> <li>• Working experience in UN organizations/ International donor organizations will be preferred.</li> <li>• Demonstrable working experience in structural and non-structural measures of climate change resilience and disaster management.</li> <li>• Experience with managing community contracts for the implementation of small scale community infrastructure activities.</li> <li>• Working experience in gender responsive programming/implementation of small scale infrastructure improvement, urban services provision, and climate change resilience and disaster management.</li> <li>• Significant experience of community based development projects preferably in urban context</li> <li>• Experience in strategic and operational planning and implementation of activities</li> <li>• Experience in report writing, making presentations and use of computers.</li> </ul>
Knowledge and skills	<ul style="list-style-type: none"> <li>• Ability to think clearly and analytically.</li> <li>• Working with multidisciplinary teams.</li> <li>• Knowledge of the gendered aspects of urban infrastructure improvement and provision of services, especially in addressing the needs of women and girls living in urban slums.</li> <li>• Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands.</li> <li>• The numerical ability to make budgets and to monitor costs.</li> <li>• A sound knowledge of financial control procedures.</li> <li>• Knowledge on RBM, data base and progress reporting</li> <li>• Excellent communication skills (verbal and written) in English and Bengali</li> <li>• Use of computer for reporting, presentation and financial control</li> </ul>
Personal qualities	<ul style="list-style-type: none"> <li>• A strong commitment to gender sensitive, inclusive and pro-poor development work.</li> <li>• A commitment to UNDPs approach and values.</li> <li>• Ability to work with a multi-disciplinary team.</li> <li>• Consultative and empowering management style and willingness to learn from others</li> <li>• Willingness to travel project towns as required</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Fluency in written and spoken English and Bangla.</li> </ul>



#### • Position Information

**Post Title: Town Manager**

Duty Station: Dhaka, Bangladesh, with frequent visits to programme cities/towns

Duration: 1 year renewable contract

#### • Brief Programme Description

National Urban Poverty Reduction Programme (NUPRP) is to provide support towards contributing to balanced, sustainable growth and reduction of urban poverty in Bangladesh. NUPRP will work nationwide and cover poor people living in slums and informal settlements in cities and towns in Bangladesh. Selected NUPRP cities/towns will either be City Corporations and Class A Pourashavas. NUPRP will initially focus on 12-15 cities/ towns in Phase 1. This programme will contribute to ensuring a sustainable improvement in the livelihoods and living conditions of poor people living in urban slums/informal settlements in the following five Outputs.

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- 2) Strengthened community organization in informal settlements;
- 3) Improved livelihoods and well-being;
- 4) Piloting options to improve land tenure and developing low cost housing initiatives; and
- 5) Climate smart rehabilitation of small scale infrastructure supported.

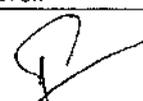
The ultimate intended beneficiaries of this intervention are the poor and vulnerable urban people, now and in future years. Based on evidence outlined in the previous UPPR reviews and similar types of urban interventions in Bangladesh, the NUPRP reasonably expects a wide range of benefits to result from the interventions at community, municipal and national levels. Given the ever expanding size of the urban centres and the populations that will be linked to employment opportunities, interventions targeting urban poor people should affect overall economic growth, income inequality, employment and the poverty situation.

NUPRP will start work in Twelve Towns first year and will be operating Thirty Six Towns from third year onwards.

#### • Duties and Responsibilities

##### Summary of Key Functions:

- Lead in overall programme, financial and administrative planning, implementation and management of programme at City Corporation/Municipality level.
- Coordinate with International Project Manager, NUPRP HQ Output Coordinators, City Liaison Coordinator and Operations Coordinator for effective implementation of all output activities.
- Coordinate, facilitate and lead the development of annual work plan and budget (AWP&B) at City Corporation/Municipality level following bottom up process and considering the needs identified by communities and submit AWP&B to Project Board.
- Ensure successful implementation of the project's activities at town/city level as approved in AWP&B and the achievement of the project's outputs in line of the logical framework indicators of NUPRP.
- Ensure proper management of project resources, i.e. vehicle, equipment and oversight administration and financial management at the city level for optimum uses and ensure security of resources.
- Lead a team of project staff that includes output experts, assistants, accountants, community organizers etc.
- Conduct performance assessments for staff.
- Coordination and communicate with relevant high level government officials, donors, NGOs, academic institutions and the private sector agencies to explore scope and establish linkage/partnerships to synergize project resources, experience sharing and coordinate with different units of NUPRP HQ
- Capacity building of local government, communities and project staff to achieve the project outputs.
- Strengthened participatory practices within the city/town through citizen engagement in project planning, monitoring, evaluation process.
- Facilitate Municipality/City Corporation, Government Organizations, CSOs, NGOs & other key agencies to undertake "Pro Poor Policy", SDG oriented planning and Advocacy.
- Facilitate formation of Town Steering Committee/s (TSC) and Town Project Board/s (TPB), maintain close communication and mobilize them in planning and implementation of project strategies. S/he will report to the Project Board in Dhaka Headquarters and to the Town Project Boards at Town/City level.



- Maintain close communication with the Ward/Zonal Offices of Municipality/City Corporations and mobilize ward/zone level officials/resources to execute/monitor NUPRP implementation.
- Undertake regular field visits to monitor programme progress and performance, identify necessary actions/issues for programme delivery, provide technical advice and management support to staff, community leaders, and partners and policy recommendations to HQ to make programme more successful and sustainable.
- Ensure timely preparation of community contracts as per approved budgets and timely submission to HQ through Town/City Project Boards.
- Ensure timely preparation of periodic monitoring reports of programme and finance, share with HQ and other relevant stakeholders, identify gaps and undertake corrective actions on time.
- Organize and participate in missions of GoB, UNDP, DFID, other donor agencies, stakeholders, City Corporation officials and other stakeholders to highlight project results, process and challenges and get feedbacks.

### • Required Qualifications and Experiences

Education:	<ul style="list-style-type: none"> <li>• Master's degree in Urban Development, Social Sciences or International Development.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• 7 to 10 years of experience in a project management position with responsibility managing a significant budget and direct line management of professional staff as well as building partnerships with organizations/agencies.</li> <li>• Proven experience in gaining cooperation, building and managing relations and partnerships with Local Government Institutions/organizations/agencies, as well as diverse range of stakeholders.</li> <li>• Practical experience in negotiating and setting up contracts with government and private sector entities.</li> <li>• Sound knowledge and working experience related to the policy, legislation and regulation of municipal frameworks in Bangladesh.</li> <li>• Experience working in climate change resilience and disaster management in urban development would be an asset.</li> <li>• Working experience in UN organizations/ international donor organizations will be preferred.</li> <li>• Significant experience of community based development projects preferably in urban context.</li> <li>• Experience in gender responsive programming/implementation.</li> <li>• Experience in strategic and operational planning and implementation of activities</li> <li>• Experience in report writing, making presentations and use of computers.</li> </ul>
Knowledge and skills	<ul style="list-style-type: none"> <li>• Ability to think clearly and analytically.</li> <li>• Working with multidisciplinary teams.</li> <li>• Ability to plan own work, setting priorities and completing it under pressure or when faced with competing demands.</li> <li>• The numerical ability to make budgets and to monitor costs.</li> <li>• A sound knowledge of financial control procedures.</li> <li>• Knowledge on RBM, data base and progress reporting</li> <li>• Use of computer for reporting, presentation and financial control</li> </ul>
Personal qualities	<ul style="list-style-type: none"> <li>• A strong commitment to gender sensitive, inclusive and pro-poor development work.</li> <li>• A commitment to UNDPs approach and values.</li> <li>• Ability to work with a multi-disciplinary team.</li> <li>• Consultative and empowering management style and willingness to learn from others</li> <li>• Willingness to travel project towns as required</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Fluency in written and spoken English and Bangla.</li> </ul>

**LPAC Meeting Minutes**  
**of**  
**National Urban Poverty Reduction Programme (IP-NUPRP)**

**29 June 2016, 2:00 pm**  
**19<sup>th</sup> Floor Meeting Room, UNDP**

A meeting on the National Urban Poverty Reduction Programme (NUPRP) was held on 29<sup>th</sup> June 2016 at UNDP 19<sup>th</sup> Floor Conference Room. It was chaired by Mr. Nick Beresford, CD a.i, UNDP, and was attended by representatives from the Government of Bangladesh (GoB), Professional Institutions, University, urban poor communities, UNDP urban team members 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 the Urban Team members for the work that was put towards finalizing the NUPRP, which is the major urban development program after successful completion of the Urban Partnerships for Poverty Reduction (UPPR). The new programme will build on the dividends of UPPR and provide support for balanced, sustainable growth and the reduction of urban poverty in Bangladesh over a six year time span, ending in 2022.

Presentation of National Urban Poverty Reduction Programme (NUPRP)

Mr. Ashekur Rahman, UNDP Urban Programme Manager, presented an in-depth presentation on the NUPRP (PowerPoint Presentation – annex 2). Mr Rahman shared how NUPRP will work nationwide, cover 6 million poor people living in cities and towns in Bangladesh, and be open to all City Corporations and Class A Pourashavas. NUPRP will initially focus on 36 cities/towns in two phases throughout 2016-2022. The programme will contribute to ensuring a sustainable improvement in the livelihoods and living conditions of poor people living in urban areas which are detailed in five Outputs.

The five outputs are: 1) Strengthened pro-poor urban management, policy and planning 2) Strong Community organisations and an effective voice for the urban poor 3) Improved economic and social well-being for the urban poor 4) More secure tenure and housing finance for the urban poor and 5) Improved resilient infrastructure in, and serving, low income settlements.

The ultimate intended beneficiaries of this intervention are poor and vulnerable urban people, now and in future years. Based on evidence outlined in the previous UPPR reviews and similar types of urban interventions in Bangladesh, the NUPRP reasonably expects a wide range of benefits to result from the interventions at fiscal, meso and macro level. Given the ever-expanding size of urban centres and the populations that will be linked to employment opportunities, interventions targeting urban poor people should affect overall economic growth, income inequality, employment and the poverty situation.

Under the Ministry of Local Government, Rural Development and Cooperatives, the Local Government Division (LGD) will be implementing the Project through technical and management support from UNDP. The Project Cost is an estimated USD 127 million, including support from

GoB, Local Government Institutions and the Community. The project will have two phases and end in 2022.

### 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.

Professor Abul Kalam Azad, President of BIP, found that the selected cities included mostly big size and district cities and few secondary cities, though they contain growing numbers of urban poor. He enquired about the selection of the cities and requested elaboration of the selection criteria, in particular those listing the 36 cities in two phases for the programme. He also mentioned the need to focus on the ready master plans at city level which are yet to be approved by the ministry. His further request was not overlap with the activities that are being implemented by other actors.

Dr Dipankar Roy, BBS, supporting the request of BIP, noted that Dhaka South city corporation is ranked first in the city selection. How was the city selection done? Terming poverty as a multidimensional issue, according to official statistics Bangladesh poverty line is consumption based poverty. He also wanted to know about the monitoring and evaluation policy in the programme. He also suggested sharing the methodology used for selecting the cities and mentioning 'in absolute number' when discussing ranking.

Ms Huraera Jabeen, BRAC University, was curious about the Component 1 that talks about strengthening pro-poor urban management, policy and planning and includes scope for climate-resilient activities. She asked whether Component 1 targets only capacity building for local government institutions or if it also targets others like the community people? She shared that BRAC is undertaking some research projects on climate change issues.

Planner Moinul Islam, Narayanganj City Corporation, requested to elaborate the budgetary contribution – whether they refer the LGIs or the ministry?

Mr Ahidul Islam, General Secretary of MAB, appreciated the efforts of taking such a project as a follow up of the successful results of UPPR. Like the previous project, MAB will be supporting the endeavor.

Ms Selina Begum, CDC Federation, thanked the implementing partner of UPPR that empowered the women and likewise she expected the new programme to have activities for the women.

Ms Jahanara Begum, CHDF Chairperson, requested to focus more on affordable housing for the urban poor in the NUPRP, making clear that the urban poor not asking for it free, but rather for a favorable situation that solves housing problem of the poor.

Mr. Mostafa Quaim Khan, BUF, expressed gratitude that the NUPRP has detailed program activities targeting policy level interventions towards a planned urbanization that ensure sustainable growth and reduction of urban poverty in Bangladesh and covers 6 million poor people living in cities and towns. The Forum, as the high level policy platform on urbanization under the leadership of two ministries – MoLGRDC and MoHPW, would support in that endeavor.

Mr Mohammad Nazim Uddin, Deputy Secretary, Economic Relations Division, Ministry of Finance thanked Mr Rahman for the nicely articulated presentation on the new programme on Urban Poverty Reduction. He pointed out that an elaborate meeting took place earlier at the ERD which reviewed the Project Document. He expressed his satisfaction that the feedback provided had already been incorporated in the revised document. He pointed out that GoB will be co-financing the implementation of the programme and regarding the gender, the GoB policy and guidelines will be followed during implementation of the project.

Mr. Md Abdur Rouf, Deputy Chief of Planning of Local Government Division, MoLGRD&C, thanked the organizers of the review meeting, particularly UNDP and DFID. He shared that the ministry has been



involved since the beginning of the design of the new programme, that is based on the dividends of the UPPR. The LGD is the host of the programme and with technical and management support from UNDP and financial support of DFID, the project will be successfully implemented with all the urban sector stakeholders.

Mr. Ashekur Rahman, UNDP, responded detailing the city selection methodology and welcomed their comments. He also elaborated that the LGI's contributions are kept to 10 percent while in previous projects many cities contributed more than the expected percentage.

Mr. Palash Das, UNDP, added that the selection methodology fully conforms to the BBS data and compliance which will be shared with BBS. More importantly, the NUPRP will strongly work with the BBS, particularly for urban database.

Mr. Khurshid Alam, UNDP, responded to the climate change issues included in the new programme and shared that the program will consult BRAC University and their research projects to learn more about the issues and adopting the appropriate policy measures that not only work for capacity building of the LGIs, but also serve the target population and the community as whole.

Mr. Beresford thanked all for their valuable comments and feedback.

After the Roundtable concluded, the meeting attendees gave their unanimous support for the programme that aims to support the urban poor community.

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

**List of attendees:**

1. Mr. Nick Beresford, CD a.i, UNDP
2. Mr. Mohammad Nazim Uddin, Deputy Secretary, Economic Relations Division, Ministry of Finance
3. Mr. Md Abdur Rouf, Deputy Chief of Planning, Local Government Division, MoLGRD&C
4. Dr. Dipankar Roy, Joint Director, Bangladesh Bureau of Statistics (BBS)
5. Mr. H M Ahidul Islam, Mayor, Kotalipara Municipality and Secretary General, Municipal Association of Bangladesh (MAB)
6. Professor Abdul Kalam, President, Bangladesh Institute of Planners (BIP)
7. Mr. Anwar Hossain, Slum Improvement Department, Dhaka North City Corporation
8. Mr. Mustafa Quaium Khan, Adviser, Bangladesh Urban Forum (BUF) Secretariat
9. Ms. Selina Begum, Chairperson, CDC Federation, Dhaka
10. Ms. Jahanara Begum, Chairperson, CHDF, Dhaka
11. Ms. Huraera Jabeen, Assistant Professor, BRAC University
12. Planner Md. Moniul Islam, Urban Planner, Naraynagnaj City Corporation
13. Mr. Palash Kanti Das, Assistant Country Director, UNDP
14. Mr. Khurshid Alam, Assistant Country Director, UNDP
15. Mr. Ashekur Rahman, Urban Programme Analyst, UNDP
16. Mr. Shaikh Munir Hossain, Finance Analyst, UNDP
17. Ms. Sonia Mehzabeen, Operations Manager, UNDP
18. Ms. Cathrine Tranberg Haarsaker, Consultant – Project development, UNDP
19. Mr. Abu Suman, Project Manager, UNDP
20. Ms. Shaheen Parveen, Operations Coordinator, NUPRP Inception phase
21. Mr. Swapan Kumar Datta, Finance Expert, NUPRP Inception phase
22. Shahidul Islam, M&E Coordinator, NUPRP Inception phase
23. Mr. Abu Mehedi Imam, Bangladesh Urban Forum (BUF) Secretariat



Government of the People's Republic of Bangladesh  
 Ministry of Finance  
 Economic Relations Division  
 UN-3 Branch  
[www.erd.gov.bd](http://www.erd.gov.bd)

No. 09.411.024.00.00.29.2016-239

Date: 23 October 2016

Sub: Minutes of the inter-ministerial meeting on proposed project titled "National Urban Poverty Reduction Programme (NUPRP)".

The undersigned is directed to inform you that the inter-ministerial meeting of the proposed project titled "National Urban Poverty Reduction Programme (NUPRP)" was held on 02 October, 2016 under the Chairmanship of Ms. Shamima Nargis, Additional Secretary (UN), ERD, Ministry of Finance.

A copy of signed minutes is attaching herewith for your kind information and necessary action.

Enclosed: As stated (05 Pages).

  
 (Mohammad Nazim Uddin)

Deputy Secretary

Phone: 9119408

E-mail: [ds-un3@erd.gov.bd](mailto:ds-un3@erd.gov.bd)**Distribution (not in order of seniority).**

01. Senior Secretary, Finance Division, Bangladesh Secretariat, Dhaka.
02. Secretary, Local Government Division, Bangladesh Secretariat, Dhaka.
03. Secretary, Ministry of Land, Bangladesh Secretariat, Dhaka.
04. Secretary, Ministry of Housing and Public Works, Bangladesh Secretariat, Dhaka.
05. Secretary, Law & Justice Division, Bangladesh Secretariat, Dhaka.
06. Secretary, Ministry of Health & Family Welfare, Bangladesh Secretariat, Dhaka.
07. Secretary, Ministry of Environment and Forest, Bangladesh Secretariat, Dhaka.
08. Member, General Economics Division (GED), Planning Commission, Dhaka.
09. Secretary, Ministry of Disaster Management & Relief, Bangladesh Secretariat, Dhaka.
10. Member, Agriculture, Water Resources and Rural Institutions, Planning Commission, Dhaka.
11. Director General, Bangladesh Bureau of Statistics (BBS), Parishankhyan Bhaban, E-27/A, Agargaon, Dhaka.
12. Country Director, UNDP, IDB Bhaban, Agargaon, Dhaka.

**C.C.**

01. PS to Senior Secretary, ERD, Dhaka.
02. PO to Additional Secretary (UN), ERD, Dhaka.

-29-

**Minutes of the inter-ministerial meeting on the proposed project titled "National Urban Poverty Reduction Programme (NUPRP)"**

Date: 02 October, 2016 at 10.30 am

Venue: Conference Room of UN Wing,  
Economic Relations Division (ERD)

Chair: Shamima Nargis, Additional Secretary, UN Wing  
Economic Relations Division (ERD), Ministry of Finance  
Sher-e-Bangla Nagar, Dhaka-1207

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The inter-ministerial meeting was held at Economic Relations Division (ERD) on the prodoc of proposed project titled "National Urban Poverty Reduction Programme (NUPRP)" to be funded by UNDP, UK Aid.

The list of participants of the meeting is attached as annex-A.

02. The chair welcomed all in the meeting and briefly touched upon some initial discussion Economic Relations Division (ERD) had on this project with UNDP in June 2016, prior to the LPAC meeting. During that initial discussion, UNDP Country Director apprised ERD about the project as a whole. A number of suggestions were made from ERD's side on the issue of funding part of inception phase and the modality to be followed in this connection. Furthermore, a few more suggestions were made for specifying the source of large amount of unfunded part which has been shown in the pro-doc, preparation-stage of DPP, not to go for any actual expenditure in terms of hiring consultants prior to DPP approval. However, in the interest of time, advertisement in the newspaper, evaluation may start while refraining from actual appointment for avoiding any complications. It was also agreed in the meeting that steps would be taken accordingly based on all counterparts including Local Government Division (LGD) prior to the inter-ministerial meeting which is being held today. Upon receiving the pro-doc, it was sent to all concerned ministries and divisions with a request to send their comments on this. Views received from ministries/divisions including LGD should be taken into consideration by UNDP while updating the pro-doc based on the discussion of today's inter-ministerial meeting. With these introductory remarks, the chair requested the UNDP representative to make a brief presentation highlighting on the objective activities to be undertaken and other important features of the project.

03. Following the request from the chair, representative from UNDP Mr. Ashekur Rahman touched upon the objective, activities, budgetary part some on-going preparatory activities undertaken in cooperation with LGD and other stakeholders in his presentation. As presented, the project will work nationwide covering around 6 million poor people living in cities and town with a view to reduce urban poverty in Bangladesh and it will be open to all city corporations and Class A pourashavas (135). The project will deliver under 5 outputs which were briefly presented in the meeting. During his presentation, Mr. Ashekur also touched upon the two funds [Socio-Economic Fund (SEF) and Settlement Improvement Fund (SIF) under component 3 and 5 respectively] which will operate under the project.

04. Discussion:

Following the presentation, the floor was open for discussion.

Referring to the written comments sent from M/O, Housing & Public Works, representative from that ministry noted that the National Steering Committee is headed by the Secretary of Local Government Division and Secretary, M/O Housing and Public Works has been proposed as member which need to be corrected. He also noted that representation of M/O Housing and Public works should also be there in the City/Town Steering Committee. Furthermore, Secretary, M/O Housing and Public Works should be there in the BUF Inter-ministerial committee instead of the proposed State Minister as there is no State Minister in that ministry. The chair requested to revisit the committees for making the necessary amendments.

Referring to the proposed USD 13,000,000 Government co-financing, the chair requested some clarification in this regard whether the matter has been settled in consultation with Finance Division or as MDTF ministry, no such processing is required. Instantly no response was available from LGD representative. Finance Division, as observed by the representative of that division, is not aware of any such request till date. The chair noted that LGD would reconfirm the matter, if necessary in consultation with Finance Division.

Furthermore, the representative from Finance Division Mr. Md. Helal Uddin, Senior Assistant Secretary, Finance Division also raised question about the proposed blended development finance model which will also include government co-financing among others. He noted that clarification is required in this regard. The meeting observed that LGD should write to Finance Division seeking their concurrence in the matter related to government co-financing vs blended development finance model with an explanation of how it will operate. The chair also observed that it would be wise to write to Finance Division in one go as more than one issues need to be referred there. The chair also requested Finance Division to expedite the matter by responding in an urgent manner as the project need to get started soon in order to utilize the USD 83 million UK assistance which is confirm.

Referring to the issue of inter-government fiscal transfer which will empower the urban local government by providing them sufficient administrative and political autonomy to run their cities, the chair sought the opinion of Finance Division in this regard. Representative from Finance Division responded by saying that there is evidence of this kind of direct block-grant transfer to Union Parishads (UPs) under Local Government Support Project but Finance Division issued a particular circular only for LGSP allowing that direct transfer. The Chair observed at this point that LGD should immediately write to Finance Division for allowing the similar kind of inter-governmental transfer for city-corporations and pourashavas along with some other issues as discussed in the meeting. The Chair also requested Finance Division, through this meeting, for allowing the same under NUPRP as there is evidence of the same in case of projects related to other tier of local government.

Referring to monetary contribution from community and BMDF as reflected in the Estimated Program Budget of the Pro-doc, the chair observed that whether LGD is in agreement with this and formal consent or agreement from BMDF is also required for avoiding any complication in this regard in future. The chair requested UNDP and LGD to work together to formalize the assurance of these kind of contribution under the project.

Mr. Nick Beresford, CD (a.i), UNDP informed the meeting at this point that the project is built on some lessons learned under UPPR where LGIs have demonstrated their willingness to contribute with a view to furthering development of the locality .

Responding to a concern expressed in the meeting on the issue of land-tenure and housing finance, representative from UNDP informed the meeting that under UPPR project, there was evidence of successful piloting in Gopalganj. NUPRP will use the lessons learned from that successful pilot for up scaling the efforts.

05. **Decisions:**

- (a) LGD and UNDP will work together for resolving the issues raised in the meeting regarding unfunded amount, government co-financing or contribution, contribution from community/ BMDF and private sector.
- (b) ERD will share the views received from other ministries and divisions with UNDP so that those are incorporated in the revised pro-doc.
- (c) LGD will formally write to Finance Division in one go seeking concurrence of the government co-financing, allowing the inter-governmental fiscal transfer under the project blended development finance model as has been proposed in the prodoc .
- (d) Concurrence of the Finance Division should be shared with ERD .
- (e) With regard to BMDF financing as reflected in the Estimated Program Budget of the Pro-doc, LGD would obtain a formal commitment letter from BMDF which can be attached to the pro-doc and DPP as well.
- (f) The composition of different Committees like National Steering Committee, City Town Steering Committee, BUF Inter-ministerial Committee would be amended in the light of the views received from different ministries/ divisions and the discussion as stated above.
- (g) Planned engagement of Private Sector should be shown in the prodoc where it is mentioned.
- (h) All data reflected in the pro-doc should be updated using the latest data from BBS instead of using old data which stand no longer relevant.
- (i) The poverty rate reflected in the pro-doc should be revisited in the light of a government circular issued from General Economics Division. ERD will share that circular with UNDP.

- at
- (j) UNDP will actively consider to reduce the huge amount of unfunded amount (as reflected in the Budget part) to a reasonable threshold.
  - (k) Reference of New UNDAF and Seventh Five Year Plan should be used in the pro-doc as discussed in the discussion part above.
  - (l) While UNDP can proceed with processing of hiring of consultants like advertisement, evaluation, actual hiring and payment should not be done prior to DPP approval.
  - (m) While approving the pro-doc in-principle through this meeting, ERD will initiate the signing process upon receiving the revised pro-doc reflecting the compliance of decisions of the meeting.

Thanking all for their participation and contribution to the decisions made, the Chairperson concluded the meeting.



  
23.10.2016  
(Shamima Nargis)  
Additional Secretary

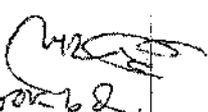
**Inter-ministerial meeting on the proposed project titled "National Urban Poverty Reduction Programme (NUPRP)"**

**Date: 02 October, 2016**

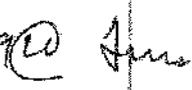
**Time: 10.30 pm**

**Venue: UN Conference Room of ERD**

**List of Participants**

Sl.	Name & Designation	Ministry/Division/ Organization	Phone & E-mail	Signature
01.				
02.	Nick Berestorff Country Director (ai)	UNDP	nick.berestorff@undp.org 01730020780	
03.	Md. Didarul Alam Senior Ass. Chief	LGD	9578012 planning1.lgd@gmail.com	
04.	Md. Nazrul Islam Sr. Asst. Chief	MOHFW	01914223947 nazrulpb@yahoo.com	 02.10.2016
05.	Dr. DIPANKAR ROY Joint Director	BBS	9137323 01732363037 dr.droy69@gmail.com	
06.	Md. Ibrahim Khalil Asst. Chief	MOHFW	01709600472 kabbraibrahim@yahoo.com	
07.	Md. Helal Uddin Senior Asst. Secretary	Finance Division	01552423966 helal13@finance.gov.bd	
08.	Swapan K. (Rath)	Finance Expert UNDP	01862444699 swapanrath@undp.org	
09.	Ashraful Rahman	UNDP	ashraful.rahman@undp.org	



Sl.	Name & Designation	Ministry/Division/ Organization	Phone & E-mail	Signature
10.	Mirza Ashfaqur Rahman Deputy Chief	GED	mirza.vahman1969@gmail.com	
11.	Mohammed Najim Uddin AS (IN-3)	ERD	ds-101@erd.gov.bd	
12.	Pronoy Krishna Matabbari Administrative Officer	ERD	pronoy@erd.gov.bd	
13.	H. Golam Rahman P.O	ERD	mdgr-1962@yahoo.com	
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